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Greater University Circle Initiative: Year 5 Evaluation Report

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The Cleveland Foundation

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May 2016

**GREATER UNIVERSITY
CIRCLE INITIATIVE:
YEAR 5 EVALUATION
REPORT**

The Center for Economic
Development
&
The Center for Community
Planning and Development

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INTRODUCTION

In 2015, the partners of the Greater University Circle Economic Inclusion Initiative reached an important milestone—5 years of working together to revitalize the seven neighborhoods that comprise Greater University Circle (GUC). This milestone offers an opportunity to take a step back and reflect on why the group first came together as well as their collective accomplishments, challenges, and opportunities. This fifth evaluation report includes a very brief summary of the history of the Initiative before launching into reflections from the participants on the major accomplishments, challenges, and opportunities on the horizon. It concludes with significant outcomes to date. The report highlights significant system changes underway to increase opportunities for economic inclusion of neighborhood residents and businesses within each of the partner organizations as well as collaboratively across partner organizations.

This report has been prepared for the Cleveland Foundation by a team of evaluators from the Centers for Economic Development and Community Planning and Development at Cleveland State University's Levin College of Urban Affairs. It is based on information collected from three sources:

1. Direct observations of meetings and a review of meeting minutes
2. Interviews with the members of the EIMC Executive Committee members and other key informants (see Appendix A for a list of interviewees)
3. Measures of progress (indicators) toward meeting the EIMC goals and objectives identified in the SMART matrices (each subcommittee has a SMART matrix)

FIVE YEARS OF ECONOMIC INCLUSION

The Economic Inclusion Initiative is part of the Greater University Circle Initiative (GUCI), which was developed in 2005 when the president of the Cleveland Foundation convened the heads of the anchor institutions located in the University Circle area to begin a collaborative effort to break down the barriers between the anchor institutions and the surrounding communities. These neighborhoods are home to nearly 85,000 people, 60% of whom earn less than \$25,000 per year.

GUCI is a unique partnership of philanthropy, anchor institutions, the City of Cleveland, financial intermediaries, and local community groups. This strong coalition of partners initially focused on an “action oriented” approach in order to deliver priority infrastructure projects and develop catalytic strategies for revitalization of the neighborhoods that comprise Greater University Circle. Other early-adopted collaborative strategies included employer-assisted housing, the Evergreen Cooperatives, and community engagement. Some of GUCI's accomplishments included shared master plans for the anchor institutions (all of which are neighbors), a pooled investment fund for development - resulting most notably in the Uptown

project, upgrades in quality for new transit stations in the area, and collaborative efforts to serve neighborhood residents. This group became the first “table” of partners in the initiative.

With the launch of the Evergreen Cooperatives in 2008, GUCI introduced a new model of economic and community development. The coops are an experiment in employee-ownership, green job creation, and anchor-based community wealth-building in a city experiencing population and employment losses. The Evergreen business model is based on leveraging procurement from anchor institutions; developing a network of businesses linked to that procurement system that are community-based, employee-owned, and profitable; and ensuring that the businesses would be as “green” as possible in their own industries.

By 2010, the work of the GUCI had attracted the attention of Living Cities, a funding collaborative representing the nation’s largest philanthropic and financial institutions, which had long invested in affordable housing. In an effort to better address the complex needs of urban communities, Living Cities developed “The Integration Initiative” (TII) which sought to join grant funding, loan dollars, and intellectual capital to existing efforts that showed great promise in an effort to “take them to the next level.” Cleveland’s GUCI joined Detroit, Newark, Baltimore, and the Twin Cities as the first cohort in this pilot program.

The Cleveland Foundation, which as the lead for the GUCI served as the grantee, used the Living Cities grant money to hire an economic inclusion program director to manage the expanding portfolio of collaborative work. Living Cities grant funds were also used to support staff at some of the partner organizations, including the City of Cleveland Department of Economic Development, the Health-Tech Corridor, and Neighborhood Connections. Living Cities also encouraged the GUCI to extend its work along the Cleveland Health-Tech Corridor, the main transit strip connecting University Circle with downtown Cleveland. Launched in 2010, the HTC was a centerpiece of the City’s economic development strategy, the primary activities of which are real estate development and business attraction for two types of companies. The first type is high-tech, bioscience companies—some spun out of the BioEnterprise incubators and accelerators—that want to locate near the anchor institutions. The second is supply chain companies that wish to locate on or near the corridor due to anchor demand.

The Integration Initiative placed a high value on systems change, defined by Living Cities as new ways of “thinking and acting across three dimensions: geographic boundaries (linking neighborhoods to cities and regions); stakeholder groups (creating greater alignment among philanthropy, the public sector, and nonprofit and community-based organizations); and disciplines (including housing, jobs, skills, transportation, education, and healthcare). In short, TII focused on developing approaches that recognize the linkages between the issues affecting low-income individuals across these dimensions.”¹ It also required each site to hire a local evaluation team to work with a national evaluator to monitor progress toward system change.

¹ Austrian, Hexter, Clouse et. al., The LC Integration Initiative Formative and Summative Report, December 2011.

To implement the increasingly complex agenda of community change, the GUCI partners created a second table, the Economic Inclusion Management Committee (EIMC). This table of “doers” was charged with identifying the levers that could harness the collective economic power of the anchor partners to benefit the neighborhoods. Each anchor partner was already involved in numerous community benefit activities.

Based on this, the question that the GUCI posed to the EIMC was “What can we accomplish together that we would find difficult to do on our own?” Together, they identified four goals: Buy Local, Hire Local, Live Local, and Connect and for the next five years, they have worked together to increase the share of goods and services that they purchase from local suppliers, build the capacity of small businesses in the area, hire more people from the neighborhoods, retain them, and offer them a path to a career either within the anchors or at other businesses in the area, increase the number of anchor employees who live in the neighborhoods and improve the quality of life for neighborhood residents and to better connect with current residents.

CIVIC INFRASTRUCTURE: A NESTED SET OF TABLES

As the EIMC completes its fifth year, the stakeholders can point to significant changes in how they do business individually and collaboratively, which in turn is yielding tangible improvements for area residents in terms of jobs, business opportunities, physical development, and social cohesion.

The EIMC, nested within GUCI, is a table of representatives from the participating organizations. Many participants view it as one of the best things that emerged from the affiliation with Living Cities. The GUCI leadership group meets 2-3 times per year. It lays the foundation for the work of the EIMC and every three years sets goals for collaboration, but the EIMC is where these goals are translated into projects and programs, and it is where the change is happening. The EIMC has helped make the work of the GUCI more flexible, resilient, and durable. Systems are changing, as the anchor partners have reached deep within their organizations to implement GUCI goals and as the number of cross-sector partners engaged in the work has grown.

EIMC committee members have developed new ways of working together, strengthened relationships and trust, and invested time, dollars, and ideas in meeting the shared goals.

FUNDING AND STRUCTURE

If 2014 was a year of transitioning from the affiliation with Living Cities and its three-year, \$3 million grant funding, 2015 was a year of redoubling efforts in some goals (hire local and buy local), exploring opportunities for expansion or greater effectiveness in other goals (live local and connect, buy local), and exploring the feasibility of adding new goals (health and safety). In the transition year of 2014, the Cleveland Foundation made grants to support GUCI-affiliated projects and programs and administrative costs in the amount of \$3.4 million². In 2015, funding from the Cleveland Foundation was \$5,005,000 for GUCI, Evergreen Cooperatives, and the Health-Tech Corridor.

Structure

The EIMC has two co-chairs who serve two-year, staggered terms. In 2015, the co-chairs were representatives from the two healthcare anchors, Aparna Bole, MD, a pediatrician and Director of Sustainability for University Hospitals and Jon Utech, Senior Director of the Office for a Healthy Environment at the Cleveland Clinic. Dr. Bole completed the second year of her two-year term as co-chair at the end of 2015, while Jon Utech will continue in 2016 for the second year of his term. A new co-chair will be appointed in 2016 to replace Dr. Bole.

² This amount includes a \$350,000 grant to Famicos Foundation for housing acquisition, rehab, and neighborhood stabilization. This grant may be spent over a five-year period.

The Cleveland Foundation continued to provide strong leadership through India Pierce Lee, Program Director for Community Development, and Lillian Kuri, Program Director for Arts and Urban Design. They also have strong staff support: Walter Wright, Program Manager for Economic Inclusion, and Toni White, Program Coordinator for Economic Inclusion, in 2015. Further, the Foundation made a commitment to fund the staff, now housed at Cleveland State University, through the end of 2016 with an annual grant of \$220,000. The funding commitment from the Cleveland Foundation, the affiliation with Cleveland State's Levin College, and the staff transition strengthened the Initiative and gave it greater focus on economic inclusion and community economic development.

During 2015, the scope of work broadened and two new subcommittees were added, Thrive Local and Serve Local. The Thrive Local group, which was first convened in October 2014 by India Pierce Lee, became the fourth subcommittee of the EIMC in early 2015. It is comprised of representatives of community-based groups serving the seven GUCI neighborhoods. Its focus is economic inclusion, neighborhood stabilization, and community engagement. The Serve Local committee was added at the suggestion of Latisha James, Executive Director of Local Government and Community Relations at Case Western Reserve University, to communicate to neighborhoods the many ways that each of the anchors serve the needs of the residents in GUC and beyond. Although this committee met during 2015 and developed a work plan, its future is uncertain because its champion on the committee, Latisha James, left her position at Case Western Reserve University (CWRU) and is no longer involved in the EIMC. In addition, discussions are underway to add a new goal (and possibly a new subcommittee) related to Community Health.

Several ad hoc working committees have grown out of the sub-committees to address priority initiatives. These include the Anchor Local Food committee and the Anchor Supply Chain Initiative, both related to the Buy Local goal, and the Human Resources/Information Systems (HR/IS) group, related to the Hire Local goal. The Anchor Supply Chain Initiative began meeting in 2011; it is hosted by BioEnterprise and is comprised of purchasing managers from the anchor partners. Its focus is on increasing local jobs and economic activity by creating a process for anchor institutions to jointly issue RFPs for goods and services that are currently purchased from non-local suppliers.

The Anchor Local Food Committee began meeting in 2014. It is comprised of the sustainability officers from the anchor partners and their food service contractors. It was created to explore ways to increase the share of local food through joint purchasing, continuing in the spirit of transparency and collaboration of the EIMC. The group met several times during 2015 and planned a major day-long workshop for February 2016, which was organized by OSU Extension and Cleveland State University, to bring together local farmers, food producers, and distributors to brainstorm ways to meet the growing demand for local food and the food requirements of the healthcare institutions. The Human Resources/Information Systems (HR/IS) group has been meeting since 2012 and is working with the CSU evaluation team to track local hiring and retention efforts at the anchors.

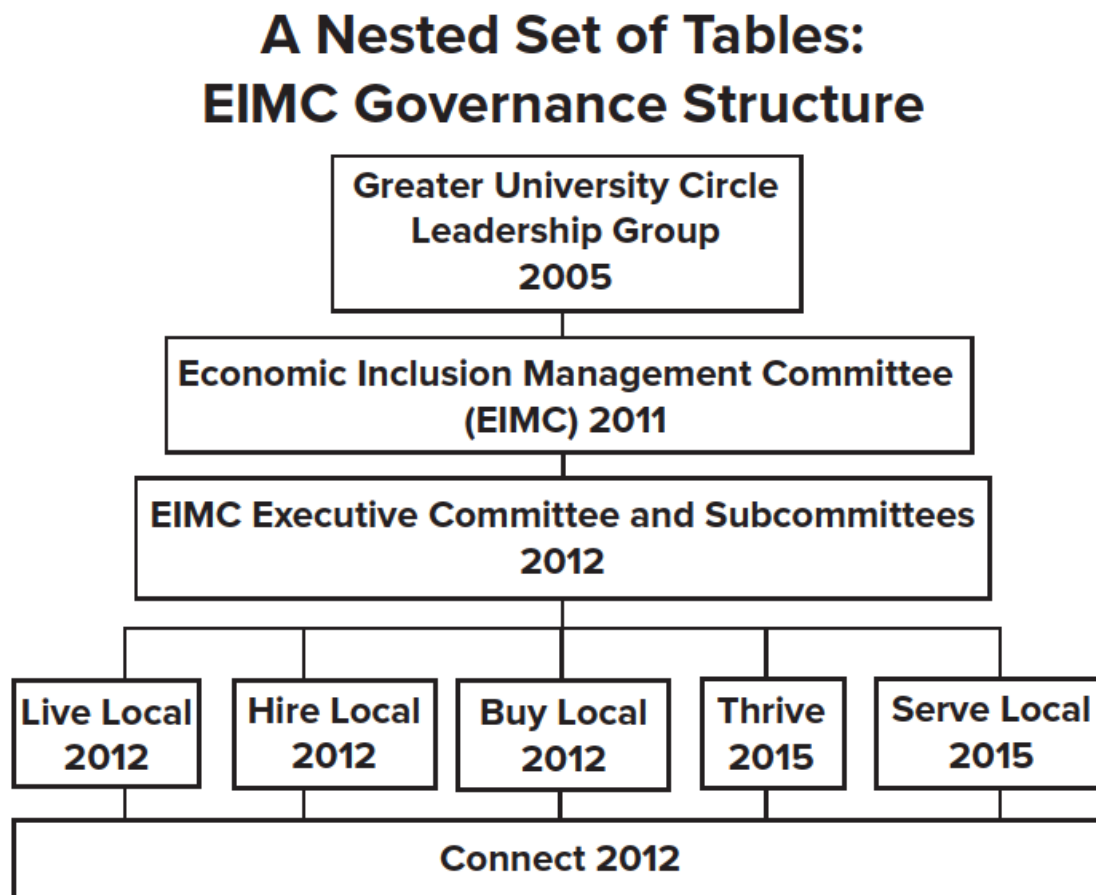
By 2015, there were many opportunities for organizations to involve their staff in the work of the EIMC through the structure of a nested set of tables. A total of 32 organizations were involved on the EIMC and/or at least of its subcommittees or working groups. Nineteen organizations had representatives on the EIMC; a subset of 12 of these organizations comprised the 16 member EIMC Executive Committee. Each of the 12 organizations had at least one representative on the Executive Committee; the Cleveland Clinic, the Cleveland Foundation, Cleveland Neighborhood Progress, and University Hospitals each had 2 representatives. Additional staff from all 19 organizations served as members of one of the subcommittees (Buy Local, Hire Local, Live Local/Connect, Thrive) for a total of 61 individuals. In addition, another 16 individuals from 13 organizations were involved only on a subcommittee or working group such as the anchor food working group or the Thrive Local subcommittee. (Appendix B).

Two organizations that had long been affiliated with the EIMC work were added to the committee in 2015: NewBridge and the Evergreen Cooperatives. The National Development Council, the community development finance institution that was brought in to manage the Living Cities Catalyst Fund, completed its transition from the Living Cities program in 2014. It repaid the LC senior lenders and transferred oversight of the Evergreen Development Fund to the Evergreen Cooperative Corporation. As a result, in early 2015, the NDC representative resigned from the committee. (For a discussion of the issues involved in utilizing the Catalyst Fund monies see Year 3 report, p. 15³)

³Hexter, Austrian, Clouse et. al., Living Cities: The Integration Initiative in Cleveland, Ohio. Formative and Summative Report, March 2014.

By the end of 2015, the nested set of tables that make up the structure of the EIMC had evolved to this form:

Figure 1: EIMC Governance Structure, 2015



Value of the EIMC

The evaluators found that the partners continue to place a high value on their continued participation in the EIMC. First and foremost, the partners continue to place a high value on having the Cleveland Foundation serve as the neutral convener, giving them a safe space to work together. The commitment to collaboration is both institutional and personal; even though individual staff may move on, they are replaced by new representatives.

The anchor partners see great value in having a neutral place, the EIMC, where they can collaborate:

Competition is a healthy driver for change; there is a tremendous need that no one entity or person can address. (Vickie Eaton Johnson and Hermione Malone, Cleveland Clinic Foundation)

More specifically, the EIMC's "one table" approach and focus on economic inclusion offers benefits to participants. Benefits identified through the interviews include:

Benefits of EIMC One Table approach

- Brings anchors and other partners together
 - Structured collaboration keeps issues at the forefront
 - Provides a safe space to innovate, learn, and improve
 - Builds bridges and relationships across institutions that go beyond the work
 - Provides a platform for connecting with others on work which is central to their missions
 - Provides access to high-level leadership at anchor institutions and within the city of Cleveland
- Helps participants to see new opportunities
 - Plants seeds for new initiatives and future activities (such as the food purchasing collaborative and a bike sharing program throughout University Circle)
 - The Hough/Glenville Health Challenge, which is attributed to the collaboration between CWRU and the Cleveland Clinic.
 - Neighborhood Connections is leading the Community Health Initiative with CWRU, University Hospitals and the Cleveland Clinic.
- Leads to the creation of other networks outside of the EIMC
 - Experience and lessons learned from programs developed through EIMC are used to leverage other funding sources (Kellogg Foundation grant) to provide similar programs to a broader geographic area (Towards Employment)
- Provides a framework (economic inclusion) for the day-to-day work of the partners
- Data reporting by CSU offers accountability and a checkpoint on progress
- Provides opportunities to leverage the work of the stakeholders for greater impact in the GUC neighborhoods and along the Health-Tech Corridor (e.g. Uptown Development and the new UH Rainbow Center for Women and Children)
 - The partners (Cleveland Clinic, University Hospitals, Case Western Reserve University and the Cleveland Foundation contributed an additional \$3.1 million in 2015 to Greater Circle Living to continue the employer assisted housing program.

EIMC Executive Committee members also had some suggestions for improving the EIMC going forward. These include:

Suggestions for the EIMC in 2016

- Begin a discussion of race, power, and privilege in relation to the work.

- Return to the clarity of focus and sense of purpose that was present at the beginning of the Initiative. As things have gotten much more complex, the meetings have become less about brainstorming new ideas and more about reporting progress. It feels like it is losing some energy.
- Begin to develop measures that indicate how they are moving the needle on larger neighborhood issues, including, for example, the local real estate market.
- Develop a shared vision for what a revitalized GUC neighborhood(s) would look like.

EMBEDDING THE CHANGE

Over the five years of participation in the EIMC, the evaluators have witnessed a shift in thinking and a process of embedding this new thinking into decision-making on the part of the anchors. They have internalized the community benefit goals of the EIMC, and have begun to change policies and programs to have a more positive impact on surrounding neighborhoods. Externally—through the trust and relationships that have been established and deepened through the participation of key leaders and managers on the EIMC—they have entered into collaborative projects that meet community benefit goals, while at the same time meeting their own internal goals.

As noted in earlier reports, it takes time for large anchor institutions to shift direction. Even subtle shifts are notable and cause for reflection. Many of these shifts—such as sharing data on local hiring, sharing information on key suppliers and supply chain needs, and engaging employees who live in the GUC neighborhoods—continue to deepen and strengthen, gaining momentum and beginning to yield tangible results (as detailed in the goal-specific sections of this report).

Quantifying the impact and tracking progress toward goals over time is an important part of the evaluation. As noted above, the very act of checking in and reporting out data on measures for each of the goals is a powerful motivator.

The decision to locate the UH Rainbow Center along the Health-Tech Corridor (described above) is perhaps the most concrete evidence of change, but there are many other examples on the part of all the anchors highlighted throughout the report. A few examples noted by the interviewees:

- The EIMC has helped CWRU become more strategic in its local spending efforts, especially as it relates to minority and female owned businesses and local hires. They now intentionally hold job fairs in the GUCI neighborhoods to provide local residents access to job opportunities.
- BioEnterprise is able to leverage the anchors' purchasing power to attract new companies to Cleveland. For example, Siemens brought 20 employees from Pittsburgh because of CWRU relationships.

- The Cleveland Clinic Foundation sees the EIMC goals as an extension of their role as caregivers.
- The partnership with the Cleveland Clinic and the HTC has grown to the point that the Cleveland Clinic's Global Cardiovascular Innovation Center incubator is sending companies that "graduate" to the Health-Tech Corridor staff to help them find space in the HTC.
- Interaction with the EIMC prompted UH to do a strategic planning process for workforce development, which is a system priority. The success of their Step Up to UH program and the focus on the GUC is a key component and will be implemented system-wide with a focus on other locations with UH facilities.
- 2015 saw a deepening of Cleveland Clinic's supplier diversity strategy. In addition to working to create more opportunity for minority-, women-, and veteran-owned firms, in 2015, they added HUBZone and LGBT-owned businesses to our focus. Their construction mentor-protégé program completed its second year of pairing promising, local minority-owned construction management and design firms with larger mentor firms. They are partnering to grow the capacity and experience within healthcare of the MBE firms over time and have seen several success stories from this effort. Finally, they continue their efforts to build a strong diverse supplier pipeline in construction through set-aside bidding and the introduction in 2015 of Job Order Contracting.

CHALLENGES GOING FORWARD

Over its first five years, the EIMC collaboration yielded significant benefits. But the partners have also identified significant challenges involved in participating in a collaborative venture with a goal as difficult as turning around neighborhoods that have suffered from decades of systemic disinvestment. As with any collaborative venture, a significant challenge at the 5-year mark is how to sustain interest and avoid “initiative fatigue.”

Sustaining the Partner Commitment. In 2015, the EIMC demonstrated its ability to sustain and deepen the commitment of the anchor partners even in light of the 2014 retirements of key leaders (Pudge Henkel at the Cleveland Clinic and John Wheeler at CWRU). The process of adding new leaders will need to be carefully managed to make sure that there is a clear understanding of the purpose and expectations of the committee.

Funding. Over the first five years, there were a number of successful pilot programs that received significant grant funds. These funds were used to build capacity, including hiring staff, at partner organizations and to implement pilot programs. As pilot programs prove their effectiveness, the challenge is to figure out how to sustain them going forward. For example, the Step Up to UH pilot workforce initiative was so successful that UH decided to roll out the program system-wide, based on an internal assessment and a strategic plan for their own workforce. One challenge is to align funding sources with partner needs and timelines. For example, the UH system extends beyond the geographic focus area of the Cleveland Foundation, the program’s key funder. Also, the program relies on partners, including Towards Employment and Neighborhood Connections, both of whom must sustain their operations with grant funds. In addition in 2015 CF provided \$250,000 to continue Step UP which supports NC and Towards Employment. Towards Employment was able to successfully leverage the program’s accomplishments in order to win a competitive Kellogg Foundation grant, which enables it to focus on employee advancement and supports the work at UH and expands it to MetroHealth.

Neighborhood Connections is a program of the Cleveland Foundation. Five years ago, Living Cities funds allowed for hiring additional staff to focus more closely on the Greater University Circle area. Neighborhood Connections has become a valued partner for the anchors and is central to many of the EIMC efforts. The Cleveland Foundation is and remains the lead funder, however sustaining their work requires support from partner organizations and may require additional sources of funding in the future.

Refocusing. The subcommittees of the EIMC are working on an array of projects and initiatives to meet their goals and objectives. One question raised during the interviews was whether the EIMC and affiliated committees and subcommittees have grown too large, risking a loss of focus. This will be a significant challenge to be addressed by the EIMC leadership in 2016. In addition to assessing whether there are too many subcommittees and working groups, the leaders (Chairs and Executive Committee) will need to provide guidance to the subcommittees on how to prioritize their work. One way to prioritize is to focus on those programs and

initiatives that would not happen if not for the EIMC. These are likely to be programs that can have the greatest impact when accomplished together. Another possible lens is on the parts of the work where there is the strongest alignment with the missions of the partners. Some examples are Greater Circle Living, the Anchor Local Food Group, Neighborhood Connections' role in community engagement, and the Human Resources/Information Systems group.

As the work has become more complex, many staff from the partner organizations have become involved on different committees and working groups. This has deepened the level of involvement and embedded it in the institutions as noted above, but it has also made it more difficult for partner organizations to manage the work internally. It was noted that this could cause internal confusion about who is the point person for which committee or initiative. There is a risk that the top leadership in each partner organization could lose information about efforts underway within his or her organization, and this could lead to a loss of focus. This is an organizational issue which needs to be addressed within each organization given they are each different.

Further, in an effort to be more inclusive, some committee members feel the overall structure has become less focused, more dispersed, and more confusing. For example, the Thrive Local subcommittee was first convened in 2014 and formalized in 2015 as a way to get community based organizations more involved in the EIMC work. However, that committee lacked a clear focus or alignment with the work of the EIMC, and there is some question about whether it will continue past 2015.

FOCUS FOR 2016

Executive Committee members were asked what they thought should be the focus of the EIMC in 2016. Their responses are summarized below:

Strengthen the EIMC

- Continue to provide clear vision and strong leadership, as the structure of the EIMC can be hard to understand.
- Continue to maintain partnerships to institutionalize the work for the long term and deepen the work in terms of community health and engagement. National work has shown that once this type of work is institutionalized, it will continue. But for the next 5-10 years the Cleveland Foundation will need to continue to convene the EIMC and provide the infrastructure, including funding to enable the programs to move to the next level of self-sufficiency.
- At the same time, identify indicators that anchors are moving toward greater ownership and institutionalization of the work.
- Tell the story of the first five years and all of the successes of the EIMC.

- With other major projects in the city like the Opportunity Corridor, resources may be drawn away from GUCI. Cleveland Foundation will remain focused on GUCI with more efforts along the Health Teach Corridor and its surrounding neighborhoods until there is significant investment. The EIMC needs to become more focused on how to “hold the center” and keep momentum going by “pruning the tree” a little to maintain focus and get rid of parts that aren’t working. (The SMART matrix can assist with this; it shows overlaps and breaks down goals).
- EIMC leadership should revisit the structure, definition, and mission as well as the process for adding people to committees in order to maintain focus.

Focus on impact

- Several of the interviewees mentioned the need for a greater focus on impact. The Cleveland Foundation should keep pushing the partners to focus on more scaled-up impact. One example is the impact of the two successful anchor employment programs, Step Up to UH and Welcome to Fairfax. For instance: it is certainly true that people are getting jobs, but how does this impact the GUCI neighborhoods and the lives of residents employed? There is a need for the EIMC to identify ways to measure the impact on the neighborhoods and lives.
- Another suggestion was to create a quarterly report graphically illustrating changes and trends to share with the EIMC committee. This will require identifying the most important measures of impact on neighborhoods and residents. It will also require a discussion of moving from pilot programs to scale for long-term impact.

Revisit and Link Goals (and Objectives)

- Continue to connect the Live Local and Hire Local goals and objectives in recognition of the importance of stable housing to stable employment.
- Within the Hire Local goal, the focus has been on low-wage, entry-level jobs with a career pathway. Consider whether this should be broadened to include getting residents into college or skilled training programs?
- Within the Live Local goal, focus on adding quality affordable housing in addition to higher-end housing. Many anchor institution employees cannot find housing they can afford in the GUC neighborhoods.
- Within the Live Local goal, explore ways to meet the needs of the institutions for short-term student housing. For example, the Cleveland Clinic has many students that come to the Clinic for training for short time periods, they need affordable housing that can be rented on a short term basis.
- Further develop efforts around Community Health, perhaps adding a new goal area.

On December 12, 2015, the Cleveland Foundation and PNC held a “Fred Talk” at the Cleveland Institute of Art in Greater University Circle, both to celebrate the 10th anniversary of the GUCI and the EIMC and to engage participants in discussions, facilitated by Neighborhood Connections, to imagine the next 10 years. The visioning discussions focused on how the Greater University Circle community can continue to “Live Local, Work Local, Buy Local, and Thrive Local” in the next decade. The Foundation, along with the Cleveland Clinic, Case Western Reserve University and University Hospitals announced contributions of \$3.1 Million to continue and expand Greater Circle Living.

The progress toward these goals that has been made by each of the subcommittees is summarized in the following section.

PROGRESS TOWARD GOALS

BUY LOCAL

Several initiatives are well underway to meet the goal of increasing the share of local goods and services purchased by the anchor institutions. Local businesses include those in the GUCI neighborhoods, the City of Cleveland, Cuyahoga County, and Northeast Ohio. Increasing local purchasing is seen as a way of providing employment opportunities for residents from GUCI neighborhoods and attracting additional investment.

Strategies include:

- business attraction and retention along the Health-Tech Corridor (HTC)
- joint anchor procurement
- small business microloan financing through the Economic and Community Development Institute (ECDI)
- capacity building for small businesses through the training provided by Next Step, administered by University Circle Inc.
- utilize local services and products from the Evergreen Cooperative Corporation (ECC) and the three cooperative businesses

The Cleveland Foundation provided funding in the amount of \$1.1 million for the implementation of these initiatives in 2014 and 2015 of which a portion was used to fund two staff positions to focus on the HTC.

In October, 2015, the subcommittee began the task of refocusing its efforts. Many of the original goals had been achieved and others were being re-examined in light of lessons learned.

Health-Tech Corridor

The Health-Tech Corridor (HTC) is the transit corridor served by the Greater Cleveland Regional Transit Authority' HealthLine, Cleveland's first bus rapid transit line, which stretches from Downtown Cleveland through University Circle and into East Cleveland, connecting nine city neighborhoods over 3 miles, even though the HTC encompasses 1,600 acres around this corridor. The EIMC has helped brand the HTC and attract companies to locate along the Corridor since 2010.

The HTC is a prime location for biomedical, healthcare, and technology companies looking to take advantage of world-class healthcare institutions and their auxiliaries (including The Cleveland Clinic and University Hospitals), as well as seven business incubators, four academic centers, and more than 145 high-tech companies engaged in the business of innovation.⁴

⁴ Data provided by HTC.

MidTown Cleveland, the economic development corporation serving a large portion of the HTC, has wholeheartedly embraced their home in the heart of the HTC. Featured stories in their 2015 annual report highlight the excitement surrounding new developments in the HTC.⁵

In 2015, several Cleveland startups were purchased by large multi-national companies, which is viewed as a success for Cleveland's entrepreneurship ecosystem. IBM's purchase of healthcare data analytics firm Explorys was the largest success story. The company remains in the HTC and has added 80 employees since the acquisition.⁶ Abeona Therapeutics, a company focused on developing and delivering gene therapy and plasma-based products for severe and life-threatening rare diseases was acquired by a Dallas company and moved to a 12,000 square foot facility in the Midtown Tech Park along the HTC. They are expected to create 37 additional jobs, and have raised over \$40M thus far.

The HTC also lost several companies. Cardio Insight was acquired by Medtronic (Minneapolis-based), and Simbionix was acquired by 3D Systems and moved. In addition, *WeCanCodeIT* was considering a location on the HTC but decided to make its home base at the Shaker Launch House in 2015 and has since moved to Start Mart.

In 2015, University Hospitals announced plans to move its women's and children's primary care clinic to the HTC near East 55th Street and Euclid Avenue through a partnership with Hemingway Development, an affiliate of builder/developer Geis Companies. The planned Rainbow Center for Women and Children will anchor a larger, 11-acre campus between Euclid and Chester Avenues from East 55th to East 63rd on vacant land along the Health-Tech Corridor that the city of Cleveland assembled and cleaned. The health-related development will have strong community involvement and outreach components. The decision to locate along the HTC was attributed directly to the relationships forged through the EIMC. It will have a neighborhood advisory council that will include patients and representatives from community organizations that serve patients. Neighborhood Connections will play a key role in connecting with the community. It will also have a concierge service to connect patients with social services. It reflects the merging of UH's health mission and its mission as an anchor for the community. The development is expected to be open by 2018.

Also in 2015, HTC launched a new website and the Norfolk-Southern bridge at East 55th Street and Euclid Avenue was painted thanks to a three-year collaboration of the city of Cleveland, Midtown and The Cleveland Foundation. The poorly maintained railroad bridge, which serves as the gateway to Midtown, had long been an eyesore. The new design symbolizes the connection between commerce and neighborhoods along the HTC.

⁵ <http://www.midtowncleveland.org/media/documents/mtc-2014annualreport.pdf>

⁶ As of February 2016.

Figure 2: Midtown Cleveland's newly painted Norfolk Southern bridge⁷



Another major accomplishment for the HTC in 2015 was the establishment of a \$2 million HTC investment fund, which is expecting a match from Ohio's Third Frontier Program in 2016. The investments will provide an average of between \$150,000 and \$300,000 to companies that will locate in the corridor. The fund is expected to be activated in 2016.

Last year's report documented the planned installation of a 100 gigabit fiber optic network along Euclid Avenue through the Euclid Corridor. This network will provide some of the fastest internet speeds available in cities across the country in 2016. It has produced great marketing material for HTC, but has yet to provide a quantifiable impact on the corridor.

City of Cleveland Investments. The City of Cleveland has also made major investments in the HTC through assisting tenants, enabling new construction, rehabilitating buildings, initiating beautification efforts, and conducting brownfield assessment and environmental remediation. The City's investment in the corridor in 2015 was \$34,959,940. The total investments made by the City of Cleveland in the past nine years totaled \$100,594,426. This investment has leveraged \$567,387,132 in total project dollars.

Staffing. With funding for his position provided by the Cleveland Foundation, Jeff Epstein completed his first full year as HTC director in 2015 - building relationships and rebranding the corridor. Epstein, formerly the Vice President of Development at the Coral Company, a local real estate developer, was charged with marketing and development of the HTC, with a goal to stimulate commercial activity going west from University Circle and east from downtown. He

⁷ Source: media.cleveland.com

also worked closely with MidTown Cleveland, Inc., the long-standing economic development corporation serving a portion of the area. In addition, Foundation funding was used to support a position in Cleveland's Department of Economic Development; Zach Fela was hired to help the city guide development along the HTC.

In 2015, MidTown broadened its focus to include residential development, a significant shift for MidTown and the HTC. It signals a recognition of the importance of residents in creating a vibrant neighborhood in the overall development of the corridor.

Real Estate Projects. Several real estate development projects of note in 2015 include a new Third District Police Station on Chester Avenue, the painting of the railroad bridges over East 55th and Euclid, and the issuing of an RFP for reuse of the old third district police station site at Chester and Stokes Boulevard in University Circle.

In addition, the Tech Elevator joined the HTC in 2015. Tech Elevator is a national software coding training and job placement program. The first class of six students began the program in late 2015. The goal is to train 1,500 graduates by 2020. Tuition is approximately \$12,000 with a money-back guarantee for graduates who do not receive a job offer within 120 days of graduating. Nationally, the program has a 98% placement rate.⁸

Knowing that the ultimate metrics for the HTC revolve around job creation and neighborhood wealth, the HTC director has established a series of intermediate success metrics for the HTC for the next several years (see Table 1).

Table 1: HTC Success Metrics

Outcome Metric	Target	Results
New Businesses	15-20	48 Open Leads, 14 Relocations since Mid-2014
Square footage absorbed –	50,000 – 100,000 SF/year	53,703 since Mid-2014
New or renovated space under development	50,000 SF/year	132,600
HTC occupancy	Above 70%	92% ⁹

⁸ HTC Interview.

⁹ This occupancy rate includes the move by Dealer Tire into the Victory Building.

As of December 2015, businesses and organizations along the HTC include 25 pharmaceutical companies, 10 venture capital firms, 39 medical device companies, 15 healthcare technology companies, and 41 non-healthcare technology companies, in addition to other firms not related to the mission of HTC. The HTC added 7 pharmaceutical companies and two healthcare technology companies in 2015.

Challenges. Although the number of businesses along the HTC continues to increase, capital and talent are still difficult to obtain in the HTC area. The general lack of amenities, including only a few restaurants in Midtown, also makes it difficult to attract companies. As land prices near University Circle increase, land acquisition along the Corridor is becoming more expensive.

Goals for 2016. HTC has many goals in 2016, including to launch their investment fund for HTC businesses. This fund should make it easier to achieve their target of adding 15-20 businesses each year. There is a desire to develop more office space in the district, create lab space, and develop more amenities for businesses.

Anticipated Projects Several large projects are expected to begin, continue, or complete construction in the HTC in 2016. The University Hospitals/Geis Companies project is expected to break ground during spring 2016. Dealer Tire, which announced a move from its location elsewhere in Midtown, will complete its move to the Victory Building in 2016. Bialosky and Partners Architects are moving into the Midtown Tech Park in 2016 as well. By the end of summer 2016, The Beauty Shoppe, a space which will provide membership-based flex space and support for entrepreneurs which was expected to open in 2015, should come online. The Beauty Shoppe is expanding in Cleveland after initial successes with its model in Pittsburgh.

Anchor procurement and Supply Chain Initiatives

The anchor procurement and supply chain working group has been meeting since 2012 to identify opportunities for joint purchasing among the three anchor institutions in the Greater University Circle. Their goal is to leverage their purchasing power in order to increase local economic activity and build community wealth. BioEnterprise convenes, facilitates, and provides staff support for this ongoing conversation and the resulting business attraction efforts. The supply chain committee includes the supply chain director from each anchor, some additional local anchor partners, the Cleveland Foundation, and BioEnterprise.

The committee members have been working to identify viable business opportunities for joint purchasing. Over time the committee members shared information on their best practices, maturing contracts, and vendor lists. Increasing the level of peer trust and camaraderie, and achieving the common goal of creating positive economic improvement for the surrounding neighborhoods became the foundation of the Supply Chain Initiative.

In 2015, supply chain leaders from CWRU, the Cleveland Clinic, and University Hospitals completed an RFP geared towards creation of a stand-alone, scalable, state-of-the-art Mail Hub facility to process external and interoffice mail for the three anchor institutions. A vendor has been chosen, and the joint facility was awaiting final approvals at the end of 2015.

The new mail hub will create efficiencies for the institutions, as well as produce positive wealth-building outcomes such as generating additional pathways to employment and training at a scalable, stand-alone facility; transitioning existing employees from manual processes to the state-of-the-art technology serving multiple clients; creating a scalable business with a potential to add other clients; and creating new employment opportunities. It should be noted that creating the new Mail Hub may result in initial job losses in the mailing departments, but the anchors are committed to finding other roles within their organizations for these people. However, the new technologies create new efficiencies and competitive advantage for the businesses and will position them for future growth. Moreover, increased technical know-how and responsibilities would position the employees of the mail hub for future successes. The joint Mail Hub will create annual cost savings of \$150,000 to \$500,000 for the anchors, which will be redistributed into efforts to increase local procurement and hiring.

Building on the Mail Hub momentum, the Supply Chain committee is engaged in discussing other joint purchasing opportunities that can be attracted to the city of Cleveland. One possibility is a central sterilization facility.

Goals for 2016 include operationalizing the Mail Hub and finalizing the sterilization facility deals, as well as focusing the scope of efforts into targeted products and investment areas.

In addition to identifying opportunities for joint purchasing of local goods and services, the three anchors have undertaken efforts to increase the local share of purchasing on their own. The three anchors combined spent almost \$3.2 billion on goods and services in 2015 (Table 2). Of this amount, 12.8% was spent in the city of Cleveland and a total of 26.5% in Cuyahoga County.¹⁰

¹⁰ Procurement data was provided by each anchor institution.

Table 2: 2015 Anchor Procurement

	Case Western Reserve University		Cleveland Clinic		University Hospitals	
	<i>Dollar Amount</i>	<i>% of Total</i>	<i>Dollar Amount</i>	<i>% of Total</i>	<i>Dollar Amount</i>	<i>% of Total</i>
Total Procurement	\$471 M		\$1,916 M		\$796 M	
Total Vendors in Cuyahoga County	\$152 M	32%	\$381 M	20%	\$312 M	39%
Vendors in Cuyahoga County Suburbs of Cleveland	\$42 M	9%	\$204 M	11%	\$192 M	24%
Vendors in the City of Cleveland	\$110 M	23%	\$177 M	9%	\$120 M	15%
Vendors located outside Cuyahoga County	\$319 M	68%	\$1,535 M	80%	\$485 M	61%

Case Western Reserve University alone spent over \$471 million on procurement in 2015. Of this amount, more than \$110 million (23%) was spent in Cleveland, a 45% increase over 2014. CWRU purchased an additional \$42 million from businesses located in the suburbs of Cuyahoga County, for a total of \$152 million spent in the county (32% of all spending). The total purchased within the county overall grew 18% between 2014 and 2015 (which was all due to growth from businesses in the City of Cleveland). This has continued the annual growth trend in overall spending on businesses within the City and County since 2011. The share of CWRU purchases in Cleveland increased from 17% to 23% from 2014 to 2015, and the share of all purchases made in Cuyahoga County increased from 29% to 32% of their total spending.

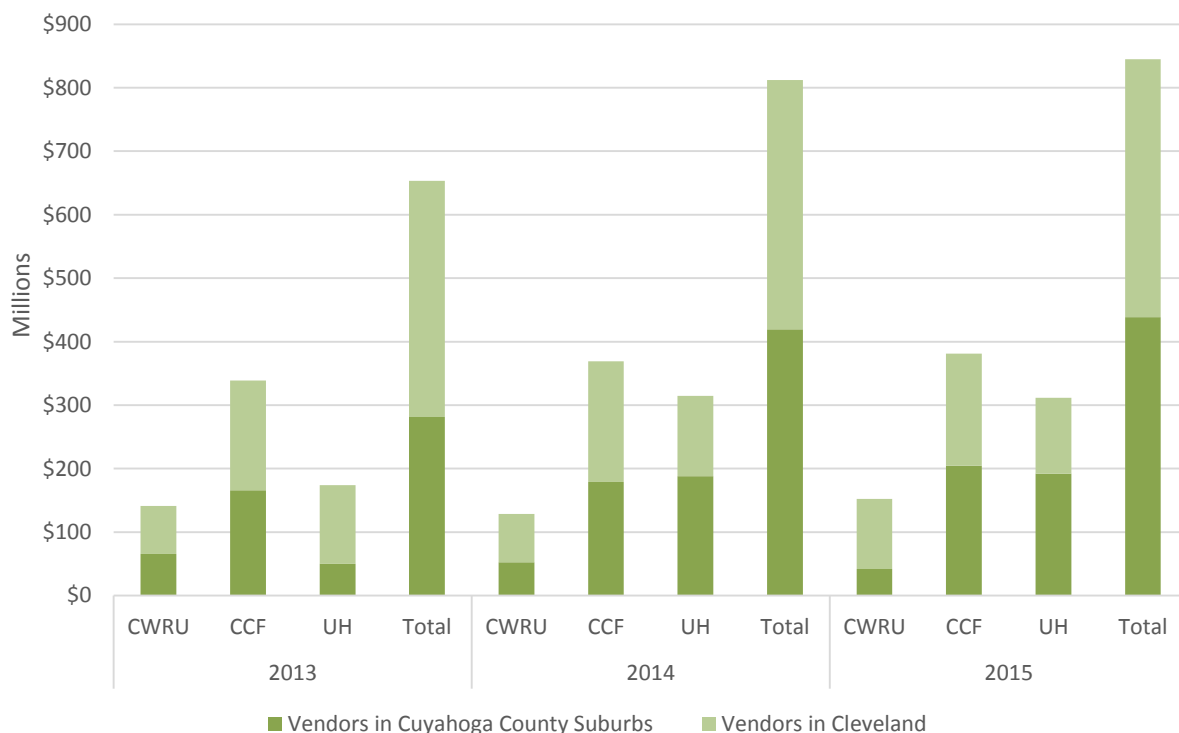
The Cleveland Clinic spent over \$1.9 billion on procurement in 2015, with 20% (nearly \$381 million) spent with vendors in Cuyahoga County, including nearly \$177 (9%) million with city vendors. The overall spending of the Cleveland Clinic increased between 2014 and 2015 by \$173 million, with a \$13 million loss of purchases in the city and an increase of \$25 million from purchases made elsewhere in Cuyahoga County.

University Hospitals had a total 2015 procurement of over \$796 million, a 12% increase (\$86 million) over 2014. They spent over \$311 million (39%) with Cuyahoga County vendors, including more than \$119 million (15%) with vendors in Cleveland. Spending with vendors located in Cleveland decreased by 6% between 2014 and 2015 (\$7 million). Spending with Cuyahoga County vendors outside the city grew by \$4 million in 2015.¹¹

¹¹ The percentages of local procurement may underestimate the impact of the anchors on the local economy. The location of vendors or suppliers is identified by the location of the companies' billing address. However, in some services, the supplier is a national company located outside of Ohio, while local labor is employed to provide the direct services. Examples include security, parking, and food services. The local employment created by these companies is excluded from the estimates of "buy local" and "hire local" currently.

Between 2013 and 2015, total anchor procurement in Cleveland and Cuyahoga County have increased,¹² in addition to CWRU and CCF individually, as displayed in Figure 3. CWRU's procurement from businesses in the City of Cleveland grew from \$75.7 million in 2013 to \$110.4 million in 2015. Their purchases from all companies in Cuyahoga County went from \$141.2 million in 2013 to \$152.2 million in 2015. CCF's procurement in the City of Cleveland went from \$172.6 million in 2013 to \$176.5 million in 2015. Their purchases from all companies in Cuyahoga County rose from \$338.6 million in 2013 to \$380.9 in 2015. UH's procurement from businesses in Cleveland decreased from \$124.0 million in 2013 to \$119.6 million in 2015. However, their purchases from all companies in Cuyahoga County rose from \$173.7 million to \$311.7 million between 2013 and 2015.¹³ The total procurement of the anchors from companies located in Cleveland rose from \$372.3 million in 2013 to \$406.5 million in 2015. Their purchases made from all companies in Cuyahoga County rose from \$653.5 million in 2013 to \$844.9 million in 2015.

Figure 3: Anchor Procurement from 2013 to 2015



¹² All procurement figures are reported in that year's dollars. For example, 2013 data is reported in 2013 dollars.

¹³ This large increase by UH may be due in part to changes in procurement made from hospital acquisitions and new hospital openings within the County during this period.

SMALL BUSINESS DEVELOPMENT

NextStep Program

A third focus area of the “Buy Local” goal is small business development. University Circle, Inc., the community service corporation that serves the immediate area around University Circle, obtained a license to operate the Interise program in Cleveland. Interise’s mission is to stimulate economic revitalization in lower income communities by providing a diverse group of small business owners with entrepreneurial education, new networks, and access to markets. Interise developed the StreetWise ‘MBA’™ program to give small business owners in historically underserved and lower income areas the tools, training, and networks to turn plans into action. The Cleveland model is called NextStep and it includes seven months of intensive classroom instruction provided by one dedicated instructor.

NextStep was originally licensed for three years through a gift from the Cleveland Foundation. Additional funding was received from the KeyBank and Charter One Foundations. Businesses that wish to participate pay a fee of \$1,250 and must have annual sales of \$250,000-\$10 million. They must have been in business for several years, and they have to commit time to the class. The program enables participants to interpret their financial statements, better understand their business, and make better decisions. Before graduating, each participant presents a business growth plan to a panel of industry experts and other business leaders and receives feedback, advice, and connections.

In 2015, twelve business owners enrolled, and seven owners graduated. The first two years of the program graduated 17 total business owners. The graduation rate in 2015 was low due to health issues of participants, changes in business location, and missed classes. Last year’s graduating class filled out end-of-year evaluations and six participants (out of 7 graduates) responded. Five indicated they were either satisfied or very satisfied with the program. Three respondents indicated that if they had not taken the class, their business would have been worse off. Five indicated they are very likely to recommend the program to a fellow business owner. Overall, the comments from the evaluations indicate the businesses benefitted from lessons on human resources management, bookkeeping, and communications strategies.¹⁴ Only two of the seven graduates had businesses in GUC neighborhoods. One was from Glenville, while one was from University Circle. The other businesses were from Shaker Square, Euclid, Independence, and Cleveland Heights.

Since the inception of the program, 26 total participants have graduated. Of these, seven were women-owned businesses and 12 were African-American owned businesses. In fact, three of the participants were both women and African-American.

The pool of businesses was stronger in 2014 than in 2015. Two cohorts were expected in 2015, but the second was pushed back to 2016 due to low enrollment figures. A challenge to enrollment is the \$1,250 program fee, as a similar program offered by Goldman Sachs is free.

¹⁴ From University Circle Inc.

In 2016, NextStep plans to graduate two cohorts of business owners and determine whether or not to apply for a license renewal. An issue for the Buy Local subcommittee will be to determine whether the program should continue and if so, how to promote the program, including ways to increase the number of businesses referred by the anchor and other community partners.

Economic and Community Development Institute

ECDI is a small business administration lender with offices on the HTC. It lends between \$500 and \$35,000 and provides support and training for small businesses to thrive. They currently own half of Cleveland Culinary Launch Kitchen (CCLK) and partner with other Hire Local committee members to grow small businesses in GUCI neighborhoods.

The CCLK has demonstrated success by launching several clients into the HTC. Clark Pope, a graduate of the CCLK, now sells his hot sauces in thirty stores. Other businesses successfully launched have been Cleveland Kraut, Randy's Pickles, and Erie Bone Broth. The kitchen is also looking to expand and establish a stand at the West Side Market.

One challenge is finding desirable spaces for small businesses in the neighborhoods. It is easy to find small businesses who want to locate near Uptown, but space is limited and rent rates are often prohibitive. The HTC is a better fit for these businesses, with The Beauty Shoppe located there and cheaper rents available. However, the lack of restaurants often drives businesses away. These factors, combined with a lack of small business ecosystems in other GUCI neighborhoods, drives these small businesses to other neighborhoods.

In 2015, ECDI worked to better connect with residents and businesses from GUC. Finding small businesses with the initial resources to qualify for assistance is a challenge. By the end of ECDI's Fiscal Year 2015 (July 2014 to June 2015), \$2.1 million had been provided to 125 clients. Eighty percent of these awards were made in Cuyahoga County, and 55% were made in Cleveland proper. Twenty percent of the financing was provided to clients in GUCI/HTC. Since Living Cities funding ended, ECDI no longer has a dedicated staff member for GUCI/HTC.¹⁵

The City of Cleveland

The City of Cleveland has also been working tirelessly on small business development having already invested \$88 million in the Health-Tech Corridor. This along with investments by the Cleveland Foundation, the county, the state, and the federal government have leveraged \$299 million of private funds in various businesses along the HTC. In fact, the city has consistently ranked in the top three Midwest cities with the largest healthcare venture investment.¹⁶

¹⁵ From interview with ECDI.

¹⁶ [http://www.bioenterprise.com/resources/uploaded/documents/Final_NR%20-%20NEO%20-%202015%20YearEnd%20Midwest%20HC%20GC%20Report.FINAL%20\(2\).pdf](http://www.bioenterprise.com/resources/uploaded/documents/Final_NR%20-%20NEO%20-%202015%20YearEnd%20Midwest%20HC%20GC%20Report.FINAL%20(2).pdf)

Between 2011 and 2015, the City of Cleveland has invested \$6.4 million in 39 small businesses in the GUCI footprint. These investments leveraged an additional \$37.6 million in private investment. Twenty-three percent of the businesses are female-owned and 33% are minority owned. A total of 416 jobs were retained and an additional 572 were created; 43% of which are held by city residents. It is important to note that in addition to its work with small businesses the City has been investing in other developments and special projects in the GUCI neighborhoods. This work led to the retention and/or creation of 3,264 jobs with an annual payroll of \$185 million.

The Evergreen Cooperatives Corporation and the Evergreen Coops

The Evergreen Cooperatives, based on an alternative wealth-building and wealth-sharing business model, have been an important part of the GUCI's Buy Local efforts since their launch in 2009 by the Cleveland Foundation and the GUC anchor institutions.¹⁷ There are currently three Evergreen Cooperatives operating in Cleveland: Evergreen Cooperative Laundry (ECL), Evergreen Energy Solutions (E2S), and Green City Growers (GCG). Evergreen Cooperative Corporation (ECC) governs the cooperatives and Evergreen Business Services (EBS) maintains the overall functionality of the cooperatives.

The ECC was created as a nonprofit umbrella organization in 2012 to oversee and support the work of the three cooperatives and the pipeline of potential new cooperatives. The ECC has strengthened the business practices of the cooperatives through EBS, a subsidiary that offers day-to-day support services for the coops including legal, human resource, information technology, sales and marketing, payroll, and tax services. The EBS charges a fee to the coops for services rendered, and it instituted a fee-based consulting arm to work with others who are interested in replicating the evergreen model in other cities.

The cooperative structure has evolved in response to the challenges of creating this innovative wealth-building model. Finding the appropriate balance between social, business, and environmental goals has been an ongoing challenge and there have been a number of management changes at the ECC as well as at the individual cooperatives since they were launched. However, leadership was strong in 2015 with Ronn Richard of the Cleveland Foundation serving his first year as Chair and John McMicken approaching his third year as CEO of the ECC.

Across the three existing businesses, expectations for overall financials, sales, revenue, and jobs growth for 2015 were not met overall, but some strides were made including increasing the employment at Green City Growers and securing a large new contract for Evergreen Cooperative Laundry that will begin in 2016. ECC will continue to stabilize the three existing businesses and is not looking for opportunities to establish new cooperatives until the second half of 2016, with implementation coming in 2017 at the earliest.

Also in 2016, the ECC aims to enhance two benefit programs for employees, the housing and

¹⁷ <http://evergreencooperatives.com/business/evergreen-laundry/>

car programs.¹⁸ Both programs were implemented on a pilot basis to help employees overcome barriers to retaining employment—housing instability and lack of transportation. Both programs were initially successful, but faced challenges in 2015. The housing program, launched in 2012 with a local nonprofit housing developer, the Cleveland Housing Network (CHN), addresses the lack of quality, affordable housing for employees. The source of homes was Lease Purchase year 16 excess inventory managed by CHN. However, as the local housing market slowly recovers, the number of houses available through this source have become more limited. This may explain why out of the 24 houses purchased through the program since its inception, only 3-4 houses were bought in 2015.

In 2013, the pilot program, “Drive to Succeed” was launched to address the transportation problem faced by many employees. Despite its initial success, in 2015, the program was put on hold, pending review. The goal was to provide employees with a car at an affordable, subsidized monthly payment amount for the first year and to enable them to save money and repair credit to the point that they could qualify to purchase a car. Ten employees applied and five were accepted, but only two actually purchased a car. After the first successful round, the second round never advanced due to an inability to secure insurance for the participants. However, each of the second round participants was provided with funds for transportation in lieu of the cars.

In 2016, the ECC aims to increase sales in all three companies. They also hope to obtain MBE certification which will more strongly position the businesses to compete. Green City Growers (GCG) and Evergreen Cooperative Laundry (ECL) are poised to reach 80% capacity in 2016. In 2015, GCG more than doubled its sales and diversified its customer base. They now provide produce to Marc’s, Kroger, and Meijer supermarkets and distributors take their products to Detroit, Columbus, and Indianapolis. They have started growing basil for Nestle, which could be a potential growth area. ECC has aggressive growth goals for Evergreen Energy Solutions (E2S) based on opportunities around the shift to LED lighting. The E2S \$1 million energy loan fund is 60% depleted and needs to be replenished. They plan to work through it as a revolving fund in about three years. The loan is overseen by the Evergreen Cooperative Development Fund (ECDF) board.

Green City Growers

In early 2015, Green City Growers was producing at around 30% capacity. By the end of the year, it had reached 70% capacity but it needs to reach 90% capacity for optimal returns. They improved the consistency and quality of their product by introducing a sustainable, beneficial insect program which fights “bad bugs with good bugs.” Although Green City Growers (GCG) did not break even in 2015, it is poised to do so by mid-2016 thanks to an agreement with Nestle to use GCG grown basil in their sauces beginning in January 2016. The anchors also consistently purchase products from GCG.

GCG’s continued future growth faces several challenges. The first is that long-term purchasing

¹⁸ The housing program began in 2012 and the car program began in 2013.

contracts are rare in the produce industry. Good quality and low prices are the only way to ensure continued purchasing. Additionally, despite 85% of employees being minorities, none of the cooperatives can be certified as a minority business enterprise (MBE) because the state views cooperatives as non-profit business.

Evergreen Energy Solutions (E2S)

E2S had a poor year, falling far short of sales and growth projections. New leadership under Brett Jones as the cooperative's President has improved the operation. Like GCG, E2S faces the same challenge of ineligibility for MBE certification. The seasonality of work is hard on the employees and effects turnover rates. While E2S expects to hire an additional 8-10 employees, the consistency of work is a deterrent to applicants. They also face competition from union laborers at the anchors.

E2S has begun work on LED lighting retrofits in parking garages, at anchor institutions, and at private companies. In 2015 they provided services to UCI, CCF, CWRU in their new dormitories, at a condominium in the city of Bratenahl, and the city of Cleveland Heights. Additionally, the Cleveland Clinic contracted with E2S as well as a union contractor to retrofit each light bulb in every building across their campuses. This work will take 18 months and will involve approximately half a million bulbs. These bulbs will be sourced from Energy Focus, a Solon, Ohio company that also has a social mission.

In 2015, E2S assembled the Green Energy Fund, which is financed through an Energy Services Agreement. This type of funding allows E2S to provide retrofit services at no cost to property owner. In return, E2S is paid through energy savings by the owner over time, allowing returns on installation to be repaid in three to four years.

In 2016 E2S aims to improve its workflow consistency and to increase sales. They see room for growth in their LED light retrofit services, their long-term contract services, and through their commercial painting service.

Evergreen Cooperative Laundry (ECL)

ECL broke even in 2015, despite two setbacks. First, the contract period ended for what had been their biggest customer out of Pittsburgh, which was 25% of their business. Although anticipated, this was a significant loss of business. Second, they were counting on a steady stream of business from a subcontract with Paris Companies, the laundry provider for University Hospitals Health System, but a miscommunication created an unsteady volume of work. This setback was resolved in mid-2015, allowing for a consistent flow of laundry volume from Paris. The cooperative is optimistic for 2016 when four new contracts begin with a UH rehabilitation center in Akron and three new nursing homes.

HIRE LOCAL

The Hire Local goal is to provide employment opportunities for GUC residents who face challenges to employment. A number of strategies are underway to accomplish this goal:

- Increase the three anchors' share of new hires that live in the GUC neighborhoods, retain them, and provide them with opportunities to further their careers while maintaining residency in the neighborhoods through:
 - *Step Up to UH* at University Hospitals
 - *Welcome to Fairfax* at the Cleveland Clinic
- Provide employment opportunities through the Evergreen Cooperatives
- Expand NewBridge's training of GUC neighborhood residents by adding more employer-demand-driven adult training programs

In 2015, the Cleveland Foundation provided \$2 million over 3 years to NewBridge. This is in addition to the \$5 million for all initiatives noted earlier in the report.

In addition, funding was provided to the Cleveland/Cuyahoga County Workforce Investment Board to help with their strategic planning. The outcomes of these strategies are presented below.

The anchors initially adopted a goal of hiring 300 additional employees from the GUC neighborhoods. It was first important to look at total employment for the three anchors as well as the percentage of employees that lived in the GUC neighborhoods. The three anchors had a combined employment of 65,011 at the end of 2015 (Table 3). Of these, 28,816 were employees at the three main campuses located in GUC. About 5.6% of main campus employees live in GUC and 16.2% live in the city of Cleveland.

Table 3: Total Anchor Employment, 2015 ¹⁹

Geography	All Employees	% of All Employees	Main Campus Employees	% of Main Campus Employees
GUC	1,998	3.1%	1,621	5.6%
Cleveland	7,449	11.5%	4,680	16.2%
Cuyahoga	38,694	59.5%	20,751	72.0%
NEO	64,523	99.3%	28,575	99.2%
Total	65,011		28,816	

¹⁹ This data is only for the CCF and UHHS employees, as data from CWRU was not available.

Table 4 shows the employment for the Cleveland Clinic and University Hospitals between 2012 and 2015. The data is broken out by all employees and main campus employees beginning in 2014.

Table 4: Hospital Employment, 2012-2015

	2012		2013		2014		2015	
	All Employees	Main Campus	All Employees	Main Campus	All Employees	Main Campus	All Employees	Main Campus
GUCI	3,649	NA	2,051	NA	1,991	1619	1,998	1621
Cleveland	17,040	NA	7,679	NA	7,632	4994	7,449	4680
Cuyahoga	36,140	NA	36,410	NA	37,535	20447	38,694	20751
Total	57,170	NA	58,276	NA	61,345	83332	65,011	28816

In 2015, the three anchors hired a total of 11,514 new employees (Table 5). Of the new employees, 655 or 5.7% were residents of a GUCI neighborhood. More than 2,000 are Cleveland residents (17.6%), and almost 65% are Cuyahoga County residents (7,443).

Table 5: All Anchor New Hires by Location, 2015

Geography	Total New Hires	% of Total New Hires
GUCI	655	5.7%
Cleveland	2,022	17.6%
Cuyahoga	7,443	64.6%
NEO	11,255	97.8%
Total	11,514	

New anchor hires from GUC neighborhoods and the City of Cleveland have increased since 2013 (Table 6). The anchors hired 655 GUC residents in 2015, after the two hospitals alone hired 539 in 2013. The number of Cleveland residents hired by the anchors grew from 1,623 to 2,022 between 2013 and 2015. The number of Cuyahoga County residents also grew during this time period, from 5,874 to 7,443. The percentage of new hires from GUC neighborhoods has remained at 6%. The percentage of new hires from Cleveland has remained at 18%.

Table 6: New Hires by Location²⁰

	2013		2014		2015	
	Number	Percent	Number	Percent	Number	Percent
GUCI	539	6%	563	6%	655	6%

²⁰ 2013 data includes only CCF and UHHS.

Cleveland	1,623	18%	1,587	18%	2,022	18%
Cuyahoga	5,874	63%	5,712	66%	7,443	65%
Total Hires	9,262		8,671		11,514	

The Cleveland Clinic employed 41,460 people total by year-end 2015. Of this total, 1,198 employees of all Clinic locations live in GUC neighborhoods. CCF's vendor employment data was analyzed to determine the additional impact of their spending on GUC neighborhoods. Their vendors employed 7,719 people. Of these employees, 710 (9.2%) live in GUC. A total of 2,425 vendor employees (31.42%) live in Cleveland, while 5,483 vendor employees live in Cuyahoga County (71%).

Attract workers from GUC neighborhoods

The effort by the EIMC to increase the share of employees hired from surrounding neighborhoods has resulted in two new anchor-based efforts that serve as a pipeline for difficult-to-employ neighborhood residents to find jobs at UH and the Cleveland Clinic. The first, Step Up to UH was created as a pilot program in 2013. It is a partnership between University Hospitals, Neighborhood Connections (NC), and Towards Employment (TE). Neighborhood Connections specializes in building networks of neighbors to respond innovatively to challenges in their neighborhoods and coordinates the outreach and recruitment for the program. TE is a local non-profit that helps low-income and disadvantaged adults, including ex-offenders, in Greater Cleveland obtain and maintain employment as they advance up the career ladder. Its role in Step Up to UH is to design and deliver the training, work with UH recruiters, department heads and HR staff, and provide wraparound supports and coaching to promote retention.

Step Up to UH began as a pilot jobs pipeline program aimed specifically at GUC residents to backfill entry level positions in three areas of need identified by UH: Nutrition Services (NS), Environmental Services (EVS), and more recently in 2015, Patient Care Assistants (PCA). With support from the Cleveland Foundation, the program includes outreach to GUC residents provided by NC, Community Development Corporations (CDCs) and CMHA and training and support services for new hires provided by Towards Employment. UH committed to providing preferred hiring status to candidates that successfully completed the training.

With continued support from the Cleveland Foundation in June 2015, TE began another year of programming, which will result in six additional cohorts and 60 neighborhood residents placed into positions at UH. The neighborhood outreach process has evolved since the pilot began. NC now receives funding and is able to provide more formal outreach services, serving as a single intermediary for outreach to community residents. Working with NC as a single intermediary is far more efficient than attempting to coordinate independently with the CDCs in GUC.

In 2015, UH added Patient Care Assistant (PCA) hiring and expanded the model to two of their suburban locations: Ahuja Medical Center in Beachwood and Parma Medical Center in Parma.

In 2015, 47 people were hired through the program. (See Table 7). However, only a few hires came from GUCI neighborhoods. Since 2013, Step Up to UH has placed 108 new hires (Table 6). The 30-day retention rate was 98%. The 90-day retention rate was 91%. and the one-year retention rate was 81% across the three programs. UH attributes the high retention rates to the coaching services that are provided by partner, Towards Employment.

Table 7: Step Up to UH performance, 2013-2015

	2013	2014	2015	30-Day Retention	90-Day Retention	180-Day Retention	360-Day Retention
EVS/NS Case	21	40	29	98%	91%	88%*	80%*
PCA Case	NA	NA	10	100%	100%	90%	80%
PCA Ahuja	NA	NA	8	100%	100%	100%	100%
Total	21	40	47	98%	91%	89%	81%

* Calculations have been controlled to provide an accurate look at retention: 79/90 eligible have made it 180 days and 72/90 eligible have made it 365 days.

The retention rates for employees hired through Step Up to date are impressive. The one-year retention rate for the Environmental and Nutritional Services division was 80%. This is an improvement over the 2014-2015 cohort (71%) and is higher than the standard 61-64% rate for Nutritional and Environmental Services hires. The one-year retention rate for PCA positions at Case Medical Center was 80% and at Ahuja Medical Center it was 100%.

In 2015, the Cleveland Clinic expanded the Welcome to Fairfax program, their partnership with Fairfax Renaissance Development Corporation (FRDC), strengthening their formal presence in the community in order to hire GUC residents. They added one of their contract partners, InterContinental Hotel Group (IHG), as an employer. IHG is opening a Holiday Inn on the Cleveland Clinic Campus. To facilitate employment there, CCF partnered with Fairfax Renaissance Development Corporation and El Barrio to provide workforce training and referrals to IHG for in-house training and for entry-level jobs.

There were 56 GUCI residents placed through the Welcome to Fairfax program in 2015. Of the 48 participants who completed the program and applied for jobs at CCF, 10 were hired as full-time employees; 12 were hired full-time by CCF vendors; and 26 found full-time jobs and 8 found part-time jobs outside of the Clinic.

In addition, CCF identified an upcoming employment need and turned to its community partners to help meet that need. It is estimated that 50% of their facilities staff will be eligible to retire during the next five years. To begin to recruit new trainees, in 2015, they launched a summer internship for high school students interested in careers in facilities management. Fairfax Renaissance Development Corporation assisted with recruitment and screening for potential interns, and CCF employed 6 young people for an 8-week paid internship. One of the six interns applied for a full-time facilities maintenance position and was hired. In addition, they are working actively with Max Hayes High School, a vocational Cleveland Metropolitan School District school, to find and attract potential replacements.

As a result of their involvement in the EIMC, the hospitals have set internal goals for hiring GUC residents and are actively working towards meeting their goals. CWRU is now hosting job fairs in local neighborhoods thanks to the GUCI. They have also improved their efforts to contract with minority- and female-owned businesses.

EMPLOYING CLEVELANDERS THROUGH EVERGREEN

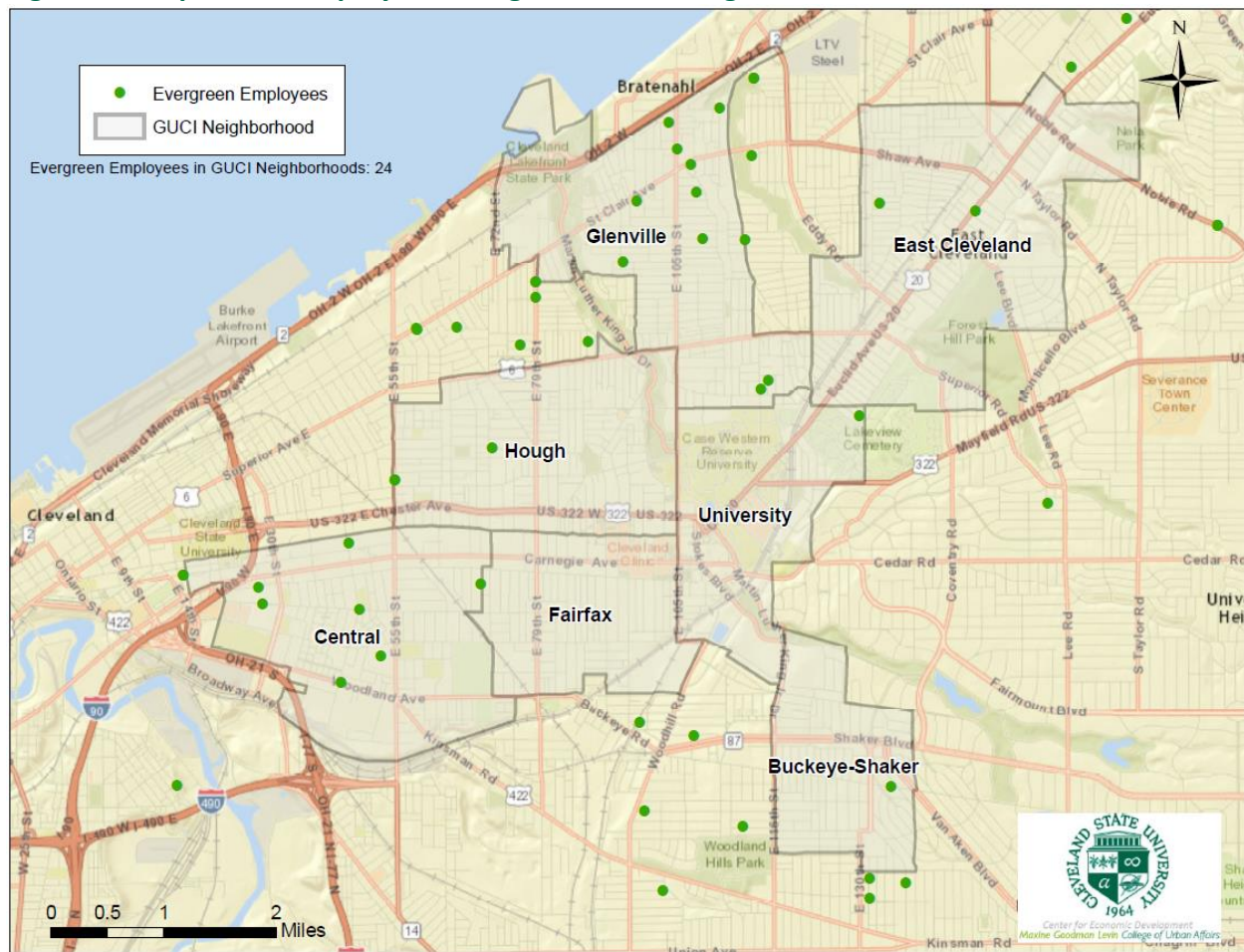
The three Evergreen cooperatives and the Evergreen Business Services (EBS) which provides support services to the cooperatives have a total of 110 employees.²¹ One of the ECC's goals is to provide living-wage jobs with benefits for GUC residents. An analysis of employee place of residence found that the majority, 84% (92), live in the City of Cleveland (Table 8). However, only 27% (30) live in the target GUC neighborhoods. Figures 4 and 5 show where their employees lived in 2015.

Table 8: Residential Location of Cooperative Employees, 2015

Geography	Employees	%
GUCI	30	27%
Cleveland	92	84%
Cuyahoga	107	97%
NEO	110	100%
Total	110	

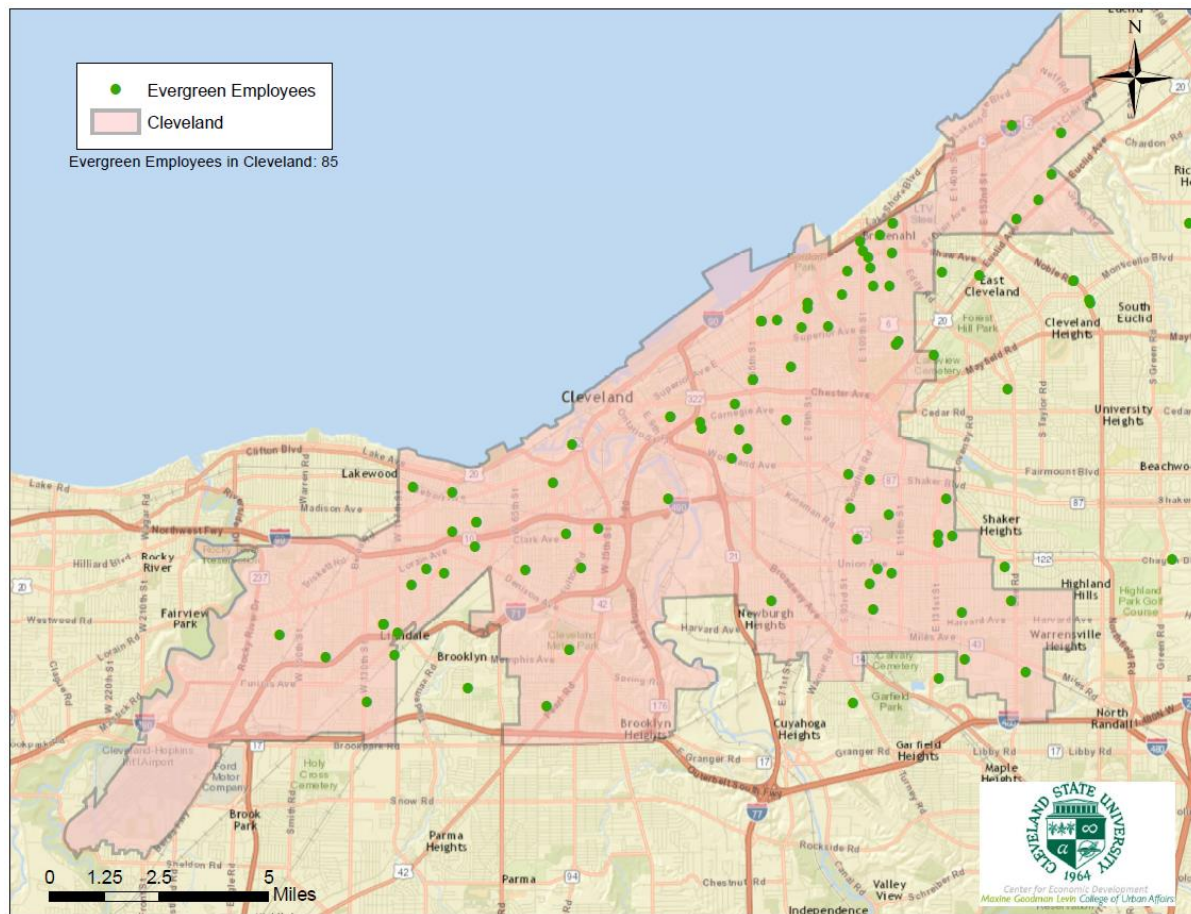
²¹ Data provided by ECC on 5/31/16 as of the year end.

Figure 4: Cooperative Employees Living in the GUC Neighborhoods, 2015²²



²² This is only for employees of the three cooperatives and does not include EBS employment.

Figure 5: Cooperative Employees Living in Cleveland and East Cleveland, 2015²³



The breakdown of Greater University Circle (GUC) place of residence by cooperative can be found in Table 9. In 2015, 19 out of 45 (42%) ECL employees lived in GUCI, while 4 out of 21 (19%) E2S employees and 7 out of 38 (18%) GCG employees lived there. Evergreen employment has grown. Total employment has increased from 91 employees to 110 employees. The number and percent of Evergreen employees living in GUC neighborhoods has also increased, from 15 (16%) in 2014 to 30 (27%) in 2015.

²³ This is only for employees of the three cooperatives and does not include EBS employment.

Table 9: Evergreen Employment over Time

	2014				2015			
	GUCI	% of GUCI	Total	% of Total	GUCI	% of GUCI	Total	% of Total
Laundry	9	60%	39	43%	19	63%	45	41%
Energy Solutions	2	13%	14	15%	4	13%	21	19%
Green City Growers	4	27%	31	34%	7	23%	38	35%
EBS	0	0%	7	8%	0	0%	6	5%
Total	15		91		30		110	

Employee-Member Demographics

The Evergreen initiative continues to grow its employment, while simultaneously moving closer to profitability. Although they employed 110 total workers by the end of 2015, the information reported in the next three sections is based on 98 survey responses provided by Evergreen employees in late 2015.

Evergreen Cooperative Laundry (ECL)

Of the three companies, the Evergreen Cooperative Laundry continues to employ the largest number of people (45), or just under half (41%) of all Evergreen company employees. Based on survey responses (46 responses), these employees have been with the cooperative for an average of 2.1 years, and 65% did not have full-time employment before working at the cooperative.²⁴ Most of the employees are male (30, 65%) and are between ages 35-54 (31, 61%). The employees have an average household size of 3.1 people. Five of the Evergreen Cooperative Laundry employees have served in the military, 19 (41%) were once incarcerated, and 23 have a criminal record (50%).

Eleven (24%) of the ECL employees own their own homes, and six (13%) have taken advantage of the Evergreen Housing Program. Of the employees, 17 (37%) have their driver's license and two took advantage of the Evergreen Car Program. Thirteen of the employees were receiving government assistance before working at the coop; since working there, only eight continue to receive assistance.

Evergreen Energy Solutions Cooperative (E2S)

E2S employs 21 people, or 19% of the total employment for the three cooperatives. The average tenure with the cooperative is over one and a half years, based on survey responses. Fifty percent of the employees did not have full-time employment before E2S, the majority of the employees are male (80%), and 60% are between the ages of 25-34. The employees have

²⁴ Data is based on responses from a survey of the cooperative employees administered by Evergreen staff and therefore the total number of members in each cooperative is different between sections. For example, only 41 ECL employees responded to the survey.

an average household size of 3.3. Ten (48%) were once incarcerated and nine (45%) have a criminal record.

Eight of the Evergreen Energy Solutions employees (38%) own their own homes, and four have taken advantage of the Evergreen Housing Program. Seventeen employees (85%) have their driver's license, and none took advantage of the Evergreen Car Program. Five of the employees were receiving government assistance before working at the coop; since employment began, only four currently receive assistance.

Green City Growers (GCG)

Green City Growers employs 38 people or 35% of the total employment for all three cooperatives. The employees have been with the cooperative an average of 1.3 years, with 50% of them having full-time employment before working at GCG. Fifty-six percent of the employees are male, and 69% of employees are between the ages of 25 and 44. The employees have an average household size of 4.4 people. Ten employees were previously incarcerated and eight have a criminal record.

One of the Green City Growers employees own their own home. Thirteen employees have their driver's license, but none took advantage of the Evergreen Car Program. Sixteen of the employees were receiving government assistance before working at the coop; since starting with GCG only eleven receive assistance.

Cooperative Employee Financial Picture

The total payroll for the cooperatives in 2015 was \$2.0 million. The cooperatives paid \$567,773 in local payroll taxes and \$166,996 in property taxes in 2015. This brings the total tax impact of the Evergreen coops to nearly \$735,000.

In 2015, Evergreen Cooperative Laundry (ECL) had an annual payroll of \$784,808, a 9% decrease from 2014. The average hourly wage was \$11.97 (Table 10). Of ECL's 46 employees, 18 are members. There is currently \$13,858 in the employee capital account - an average of \$1,839 per employee owner.

Nine of the twenty employees of Evergreen Energy Solutions are members. They had a total payroll of \$509,870 in 2015, a 21% increase from 2014. Hourly wages are much higher for E2S workers than workers in other cooperatives; the average wage is \$17.79 per hour, or \$37,001 per year. Currently, there is \$13,259 in the employee capital account - an average of \$1,473 per employee owner.

Green City Growers had 36 employees in 2015, three of whom are members. Their yearly payroll is \$705,366, a 7% increase over 2014. This translates to an average wage of \$26,490 per year, or \$12.74 per hour. There is nothing in the employee capital account as of yet.

Table 10: Evergreen Cooperative Employee Financial Overview, 2015²⁵

Variable	Evergreen Cooperative Laundry	Evergreen Energy Solutions	Green City Growers	Total
Company Payroll (for entire year)	\$784,808	\$509,870	\$705,366	\$2,000,044
Number of employees	46	20	36	102
Number of employees owners	18	9	3	30
Value of benefits per month	\$13,858	\$6,182	\$11,066	\$31,106
Average Wage	\$11.97	\$17.79	\$12.74	\$16.51
Average Yearly Wage	\$24,890.00	\$37,001	\$26,490	\$29,460
Value of employee capital account	\$33,110	\$13,259	\$0	\$46,369
Average per employee	\$1,839	\$1,473	\$0	\$1,546

NEWBRIDGE CLEVELAND CENTER FOR ARTS & TECHNOLOGY

Program Description

NewBridge Cleveland Center for Arts & Technology, located along the HTC, exposes youth to the digital arts and ceramics in after-school programs and trains unemployed and underemployed adults for careers in the healthcare sector. Two career training programs for adults were originally offered, providing instruction and on-site training for potential pharmacy and phlebotomy technicians. A third adult training program for patient care technicians (PCT) was added in 2015, with the first cohort expected to begin training in 2016.

The NewBridge adult career training paths are identified by the local anchor hospitals, which are heavily involved in the curriculum design. The coursework is designed to ensure that the students are fully prepared for the workplace. The focus is on careers with good pay, health insurance, and opportunities for advancement.²⁶ The recently added PCT training program is an example of this collaboration. PCTs are individuals trained like State Tested Nursing Assistants, but have a few additional weeks of training on acute care. The hospitals originally anticipated the need for 1,000 PCTs per year – a position that pays on average \$25,000 per year with full benefits. Working with NewBridge to establish this program to help provide a stable source of these employees, they now expect to graduate 100 PCTs per year for the next three years. Beyond coursework, the programs also include externships at healthcare institutions.²⁷ It is the hope of program creators and funders that after graduation from the program, the anchor institutions and other healthcare organizations will hire trainees.

²⁵ This data was collected by Evergreen Business Services.

²⁶ <http://www.newbridgecleveland.org/about/>

²⁷ <http://www.newbridgecleveland.org/history/>

Classes at NewBridge are offered at no cost to students. This arrangement is made possible through funding from multiple sources including KeyBank, the Lennon Trust, the Cleveland Foundation, University Hospitals Health System, the Kelvin & Eleanor Smith Foundation, the Department of Labor's Workforce Development Board funding for displaced individuals, and others. The Cleveland Foundation was also responsible for contributing 100% of the seed capital for NewBridge (\$3 million).

Program Success

Since the program's inception in 2011, 187 adults have enrolled in the training programs. To date, 155 have graduated: 91 have accepted job offers, 22 are not available to work, six are working outside their field, 5 have enrolled in higher education, and seventeen from the January 2016 class are still looking for jobs.²⁸ By the end of 2015, there were 40 phlebotomy technician students and 20 pharmacy technician students.

Table 11 displays the figures reported by NewBridge. Both participation figures and graduation numbers increased between 2014 and 2015. The average starting salary of NewBridge phlebotomy and pharmacy technicians was reported to be \$27,305, and the estimated annual impact on the economy from the adult program is \$5.3 million.²⁹

Table 11: NewBridge Student and Graduate Data

Student Information	2011-2014		2015 ³⁰	
	Number	Percent	Number	Percent
Number of Students	127		60	
Phlebotomy	76	60%	40	67%
Pharmacy Tech	51	40%	20	33%
Number of Graduates	109		46	
Accepted jobs	69	63%	22	48%
Attending Higher Ed	2	2%	3	6%
Placed Outside Field	6	6%	0	0%
Not available for placement	18	17%	4	9%
Looking for job	4	4%	17	37%
Information not available	10	8%		

²⁸ As of March 1, 2016, 17 of the graduates had not found jobs. They have until June 2016 to find employment. For purposes of this report they have been counted as looking for a job.

²⁹ Data was gathered from NewBridge during an interview with Stephen Langel.

³⁰ 2015 data may not reflect the accurate numbers of those graduates that have accepted jobs, are attending higher education, placed outside of the field, not available for placement, or looking for work. This data does not include information gathered in 2016 on their statuses.

In 2015, NewBridge hired a Chief Development Officer to expand its external relationships with area hospitals and connect more GUC residents to employment opportunities. Specifically, they aim to be more systematic at recruiting through partner relationships and through a more active local advertising push and media presence. In 2016, the anchor hospitals are expected to begin sharing retention data on the people hired through NewBridge. Finally, they hope to continue their contract with Towards Employment to provide soft skills training and wrap around services that are needed to help people get and retain jobs.

LIVE LOCAL

The Live Local subcommittee has three goals:

1. Increase the number of GUC employees living in the GUCI
2. Increase the marketing of GUCI neighborhoods
3. Improve the housing product in GUCI

The Cleveland Foundation provided funding in the amount of \$1 million for Greater Circle Living in 2015.

The primary strategy to implement these goals is the Greater Circle Living (GCL) program, coupled with efforts to improve quality of life in GUC neighborhoods. The housing program for Evergreen employees, detailed earlier in this report, also serves these goals. 2015 was a banner year for the GCL program, with record levels of participation in the program. This success has been attributed to improvements in marketing for GCL along with renewed commitment to the program from the anchors.

GREATER CIRCLE LIVING PROGRAM DESCRIPTION

Greater Circle Living (GCL) is an employee housing assistance program for people working for the anchor institutions and other nonprofits in the Greater University Circle area. Participating employers offer financial incentives to their employees in order to encourage them to live in the GUCI neighborhoods. Funds are provided by each participating organization,³¹ with additional support from the Cleveland Foundation; the funds are administered by Fairfax Renaissance Development Corporation and University Circle Inc. The program offers forgivable loans to improve access to affordable housing, assist individuals in building wealth, reduce commute times and costs, and enhance quality of life by offering employees of eligible institutions an opportunity to live and work close to world-class cultural institutions and services.³² In addition, employees are eligible for matching funds for exterior renovations, or for one month's rental payment.

GCL PROGRAM SUCCESS

Approximately \$3.6 million of incentives were awarded through the GCL since the program's inception in 2008. These incentives have leveraged an additional \$18 million in Greater University Circle through home purchase, home improvement, and rental assistance programs. A total of 302 employees have received funding through the program to date.

³¹ The anchors that provide additional assistance beyond the commitment of the Cleveland Foundation are the Cleveland Clinic, University Hospitals, the Cleveland Museum of Art, Judson at University Circle and Case Western Reserve University.

³² <http://www.fairfaxrenaissance.org/gcl/index.html>

This report tracks program utilization during two phases of the program: phase one (May 2008-May 2012) and phase two (June 2012 – December 2015).³³ Eighty-six employees received funding in the first phase of the program and 216 employees received funding since the re-launch. The average annual participation increased from 21.5 employees per year in phase I to 54 employees per year in phase II. The total combined reported household incomes of participating employees was \$25.3 million. An overall description of the program utilization is in Table 12.

Table 12: GCL Program Participants by Phase

	Phase I (2008-2011)		Phase II (2012-2015)		Total period (2008-2015)	
	Number	Percent	Number	Percent	Number	Percent
Purchase	31	36%	73	34%	104	34%
Rent	36	42%	123	57%	159	53%
Rehabilitation	19	22%	20	9%	39	13%
Total	86		216		302	

Home Purchase Assistance

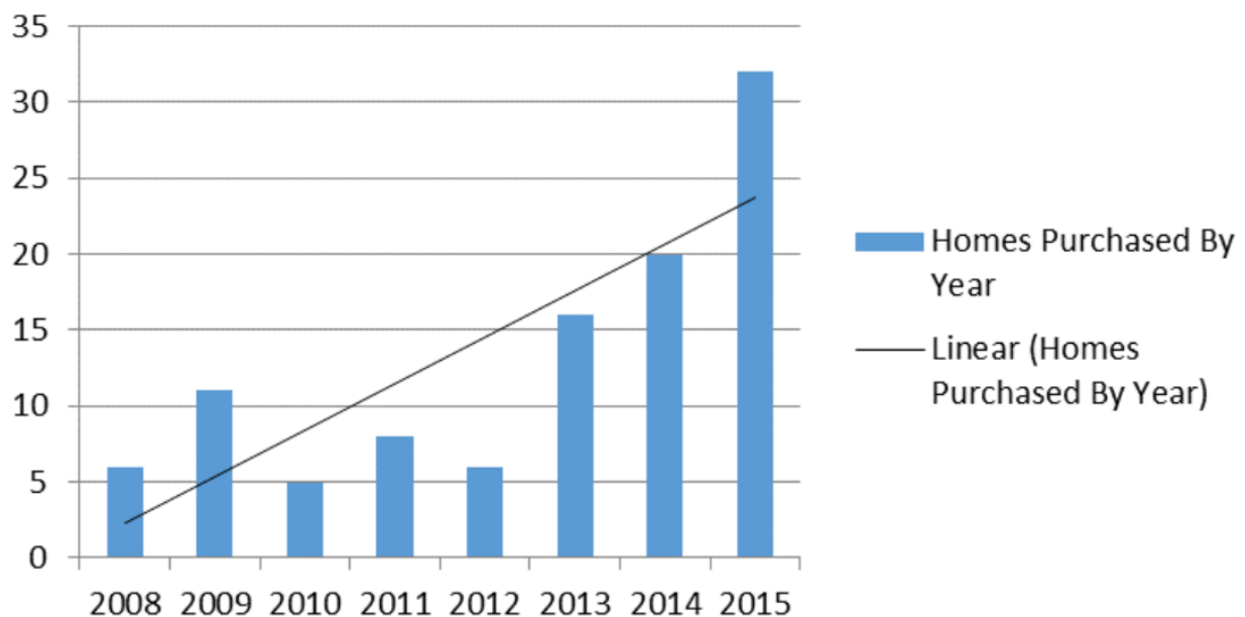
Since 2008, 104 out of all 302 program participants (34.4%) have used GCL funds to purchase homes. The number of homes purchased has been increasing dramatically since 2012, increasing from 6 homes purchased that year to 32 homes purchased in 2015. Figure 6 displays this increase. However, the GCL home purchasing option has steadily remained at between one third and one half of all participation annually.

In 2015, 32 of the 62 participants were purchasers, a year-over-year increase of 60% between 2014 and 2015. Purchase prices ranged from \$16,000 to \$549,000, which indicates that employees at all income levels are utilizing program to purchase housing. Participants' household incomes range from \$17,500 to \$486,000, with an average of \$100,065 and median of \$68,920. The total combined reported income of program participants in 2015 was \$10.4 million.

In 2015, the average purchase price was higher than in previous years, at over \$215,000 per home. 2015's combined home purchase values were nearly \$7 million, which is more than two times the total purchase price of GCL-financed homes in any other year.

³³ In June 2012, a new memorandum of understanding (MOU) was signed with the University Circle nonprofits, which changed and relaxed the rules surrounding the GCL program.

Figure 6: Greater Circle Living Homes Purchased by Year



Rental Assistance

The majority of program participants have used the GCL's rental housing assistance program. The percentage has steadily increased from 41.8% participation in Phase I to 56.9% in Phase II. A total of 159 employees have received rental assistance from GCL, which provides a one-month rental payment to participating organizations' employees. The more flexible eligibility criteria for rental assistance in Phase II has more than tripled the average annual usage of the program in phase II from years in Phase I.

The number of employees receiving rental assistance grew from 36 in 2008-2011 to 123 in 2012-2015. The household income of renters was lower than for homeowners and ranged from \$19,500 to \$300,000, with an average of \$70,845 and median of \$54,692. The total combined income of employees was \$11.3 million. The monthly rent covered ranged from \$425 to \$2,675, with an average rent of \$1,308.

Rehabilitation

The smallest percentage (12.9%) of participants have used the program to rehabilitate their home in one of the GUCI neighborhoods. The percentage declined from 22.1% of all participants in Phase I to 9.2% in Phase II.

Program Usage by Employer

Of the three anchor institutions participating in Greater Circle Living, the Cleveland Clinic and University Hospitals provide the largest share of subsidies. The Clinic has provided subsidies to 115 employees, and University Hospitals has provided subsidies to 108 employees - as shown in Table 13. The Clinic has had the highest participation in the home purchase program at 39

employees, while UH has had the highest participation in the rental program at 66 employees. CWRU has assisted an impressive total of 61 employees, given their institution's size relative to the hospital systems. All other employers in University Circle have assisted a total of 18 employees, mostly through the home purchase assistance program (15 participants). In addition to the three anchors, employees at 14 other GUCI nonprofits³⁴ have used the program.

The majority of anchor employee participants have utilized the rental assistance benefit. The purchase option was the second most popular option. However, among all other GUC nonprofit participating employees, the majority used the purchase option (83% of their 18 participants).

Table 13: GCL Program Participation by Institution

	Cleveland Clinic		Case Western Reserve University		University Hospitals		Other GUC Nonprofits		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%
Purchase	39	34%	24	39%	26	24%	15	83%	104	34%
Rent	63	55%	30	49%	66	61%	1	6%	160	53%
Rehabilitation	13	11%	7	11%	16	15%	2	11%	38	13%
Total	115		61		108		18		302	

Increasing the Greater University Circle Population

The Greater Circle Living program is successfully increasing the population of anchor institution employees who live in Greater University Circle (Figure 7). Including family members, the program has supported 501 new residents in these neighborhoods. Eighty-two percent of these residents moved from outside Greater University Circle into the neighborhoods.

Additionally, the program participants are quite diverse: 42% Caucasian, 27% African American, 25% Asian, 1% Middle Eastern, and 5% identifying as other non-Caucasian (Figure 8). Figure 9 shows the overall diversity in the neighborhoods which shows the dramatic difference.

³⁴ Antioch Baptist Church, Botanical Garden, Buckeye Area Development Corporation, Cleveland Institute of Art, Cleveland Institute of Music, Cleveland Museum of Art, Cleveland Neighborhood Progress, Fairfax Renaissance Development Corporation, Famicos Foundation, Liberty Hill Baptist Church, Louis Stokes Cleveland VA Medical Center, Musical Arts Association/Cleveland Orchestra, University Circle Inc., and Western Reserve Historical Society.

Figure 7: Total Greater Circle Living Program Usage by Year

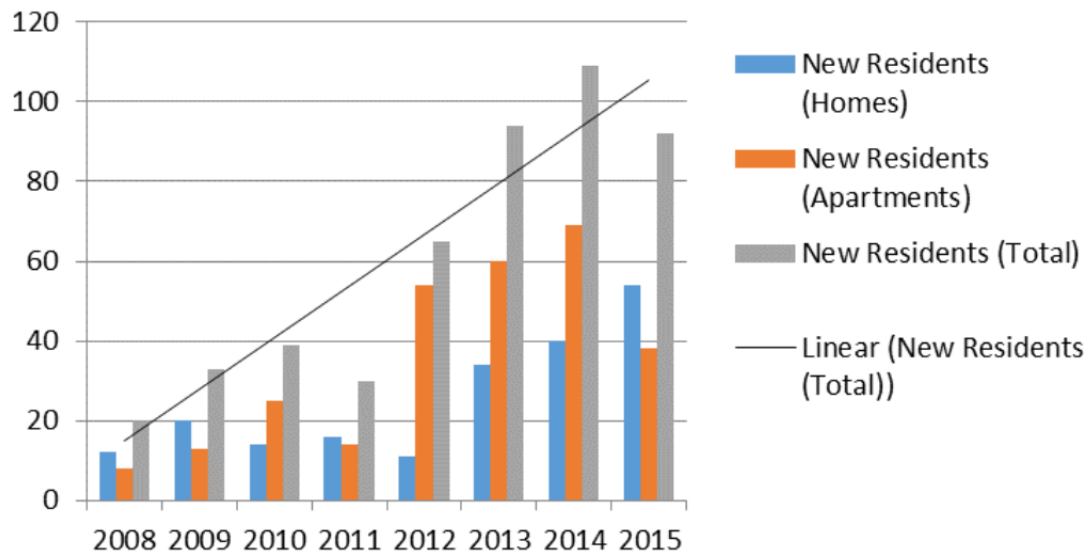


Figure 8: Greater Circle Living Program Diversity

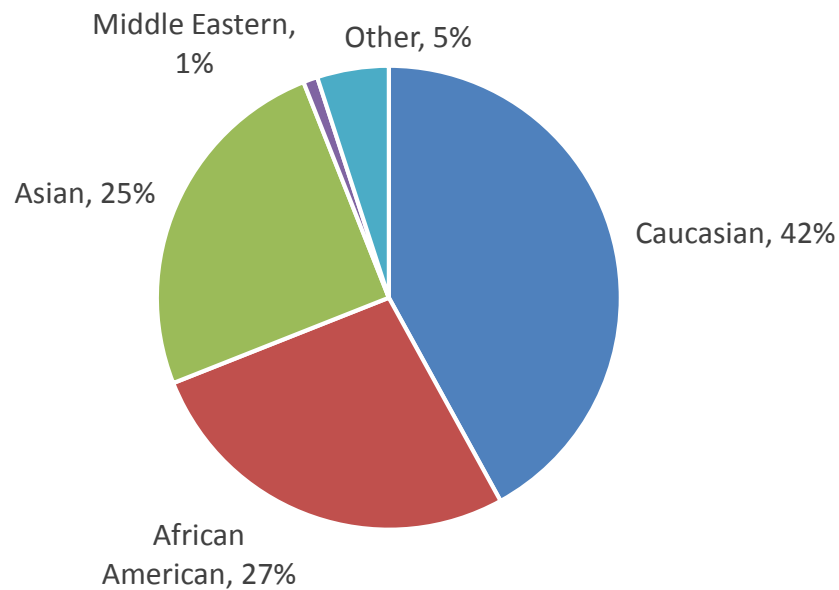
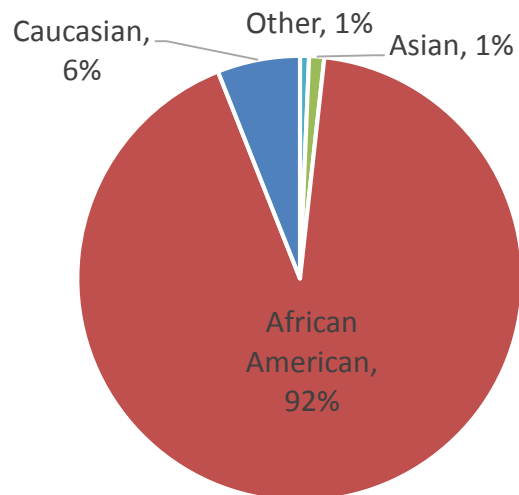


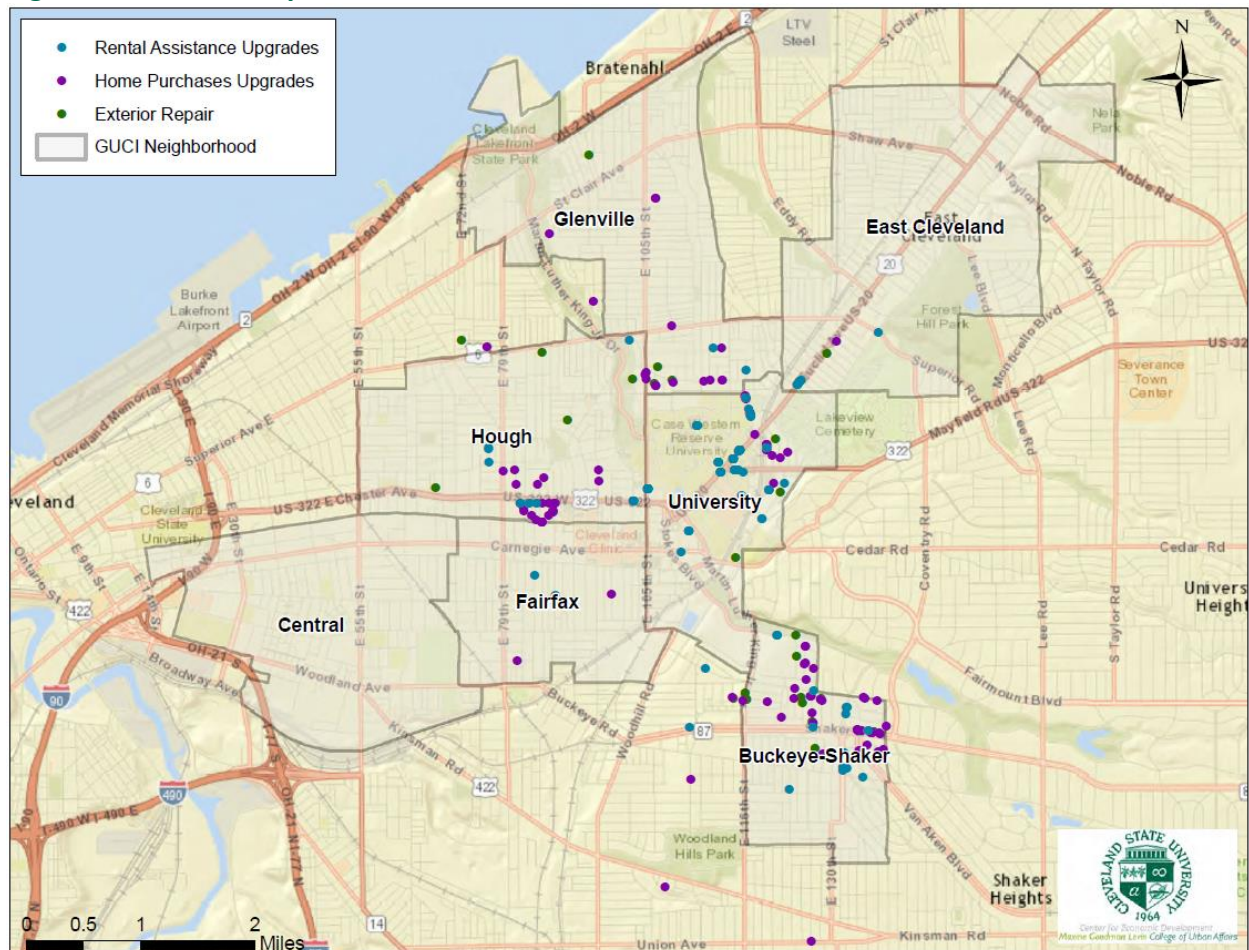
Figure 9: 2010 GUCI Neighborhood Diversity³⁵



³⁵ Data from Northeast Ohio Community and Neighborhood Data for Organizing, 2016.

The addresses of GCL participants through 2015 were geocoded. Their locations are displayed in Figure 10.

Figure 10: GCL Participant Locations



In 2015, the GCL geographic boundaries were expanded to include more of the Glenville and Saint Clair-Superior neighborhoods. Figure 11 displays two different boundaries now used in the program. Both areas include portions of Glenville and St. Clair-Superior north to Interstate 90, between East 105th and East 79th. The Cleveland Foundation and University Hospitals include a broader area than the other participating institutions, largely including the site of the proposed new UH Women's and Children's Health Center. This expanded area includes all of the Hough neighborhood and portions of the Central and Midtown neighborhoods along the Health-Tech Corridor.

Figure 11: Greater Circle Living Designated Geographic Areas



In December 2015, the Greater Circle Living program’s website was updated to include more information and greater functionality. The new website³⁶ provides clear descriptions of program products, as well as links to application materials. GCL also improved its marketing strategies in 2015. Program staff are presenting GCL benefits and homeownership support services directly to employees and are hoping to staff a table at the CCF Farmer’s Market.

³⁶ <http://www.fairfaxrenaissance.org/gcl/index.html>

In 2015, the anchors renewed their commitment to Greater Circle Living. The Cleveland Foundation provided \$1 million, CCF provided \$1 million, and UH provided \$750,000; CWRU's commitment has not been released.

Expand housing opportunities in the GUC

There are a number of efforts underway to increase usage of GCL, including identifying and addressing the barriers to increased program usage for purchasing homes. The anchors in particular view having employees living near campus as an important part of their sustainability and resilience planning. For example: in cases of adverse weather, or natural or manmade disaster, employees living nearby are better able to get to work.

Several barriers which may prevent even more participation in GCL include the condition of existing housing in the neighborhoods, as well as the prevalence of foreclosed and vacant homes in the neighborhoods which deter people from investing in homeownership. A parcel level survey of property conditions was done by the Western Reserve Land Conservancy's Thriving Communities Institute in 2015, which could be used in 2016 to provide a clearer picture of areas where high quality housing is available and areas where further investment is needed.

Further, for employees who would like to own or rent, there is a limited supply of affordable, quality housing. There is also a very small inventory of new housing product available for homeownership (since the majority of new housing is high end rental). It is also a challenge to get banks to approve mortgages in neighborhoods with few or no comparable property sales. Several initiatives are underway to address these challenges; for instance, banks have been approached to address the issue of the high numbers of bank-owned properties resulting from foreclosure.

The program provides information to potential residents, guides them through the GCL process, and connects them to resources to answer questions about schools, neighborhood programs, and safety. While Greater Circle Living is growing in participation, its advocates noted in interviews that current residents participating in GUCI's medical job training programs sometimes move out of the neighborhoods after they secure their job.

University Hospitals and the Cleveland Clinic have formed affinity groups for employees living in the GUC neighborhoods in order to foster a sense of community and to encourage them to serve as "ambassadors" to other employees who may be interested in living closer to work. In 2014, UH jump-started its 30-person employee resources group, which is convening employees who live in GUC and helping connect them to each other. The purpose of this group is to determine the best ways to get GUC residents to work at the anchors, as well as how to improve their experiences living in their neighborhoods.

CCF adopted this model and started a resource group with 17 employees in 2015. In addition to their volunteer role on campus, members will serve as "ambassadors" to other caregivers (employees) and potential applicants from their communities. Through peer-to-peer activities

and initiatives tied to the goals of the Clinic's strategic plan, the Employee Resource Group will play a key role in building strategies for recruitment, retention, and caregiver engagement. *The group "will leverage The Power of Every One to impact one person, one family, one neighborhood at a time."* They are currently working in several areas: developing marketing and communication materials including fliers, handshake cards and a presence on the Cleveland Clinic external website; conducting an internal survey to understand how employees impact the GUC; and supporting the Clinic's Health Challenge as part of a healthy Community Initiative involving Glenville, Hough and Fairfax neighborhoods and the Cleveland Clinic Farmer's Market.

Looking forward to 2016, GCL is looking to identify affordable, mid-size housing for employees. They are hoping to network more with current employee-participants and have them help market the program with fliers and materials inside the institutions. GCL's goal for 2016 is to continue on 2015's success and increase participation even further.

Neighborhood improvement efforts such as Circle North in the Glenville neighborhood, as well as a study of the Little Italy and University Circle housing markets completed by CSU for UCI and the Little Italy Redevelopment Association in 2015, will also provide guidance for identifying opportunities for improving and/or increasing the supply of housing. These efforts are closely tied to the related goal, Connect.

CONNECT

The goal of the EIMC's community engagement work is to strengthen the neighborhoods and increase opportunity by connecting residents from different neighborhoods and backgrounds with each other and with the anchor institutions. This work is closely tied to all of the EIMC goals and forms the foundation for providing neighborhood residents with access to jobs, building wealth and sustaining that wealth over time. Connecting residents is a way to spark social innovation leading to system change. A core objective of this work has been rewiring community networks, improving the quality of life in surrounding neighborhoods, and giving residents a greater voice. The community-building work being done in the GUCI neighborhoods is centered on the key issues of wealth-building and health.

NEIGHBORHOOD CONNECTIONS

Neighborhood Connections (NC) is the lead partner on this goal and has a role to play in all of the goals. Over the five years of the initiative, NC has become the glue that holds much of the EIMC's work together, and it is embedded in the implementation of many of the goals and objectives. NC's focus is on building community capacity to effect positive social change through community network organizing and grassroots funding. The Cleveland Foundation awarded \$1.1 million to NC for their community engagement work and small grant program.

In 2015, NC had five interconnected strategies for its work with the EIMC:

- Bring together Neighbor Up with the University Circle institutions through the EIMC to weave together strategies and sharing power in order to tackle longstanding community challenges in GUCI
- Continue to build the Neighbor Up network by focusing on place-making, wealth-building, and health; continue to host conversations and develop and implement solutions with Neighbor Up members to address issues around health equity and wealth-building
- Develop and implement ongoing training opportunities for Neighbor Up members through Neighbor Up University to learn, explore, and experiment with various tools and practices associated with building a strong network
- Capture and disseminate the narrative of the Neighbor Up network through storytelling focused on personal transformation, mutual support, and collective action
- Continue the small grants program for resident-led projects, including supporting ideas and projects in the GUC neighborhoods through technical assistance, community organizing/building, and Neighbor Up University

Neighbor Up Network

The Neighbor Up Network continues to be the centerpiece of NC work in the GUC. The network has more than 1,400 registered members and over 2,000 active participants. They have a team of 75+ Neighbor Up leaders facilitating the various initiatives. Monthly Neighbor Night meetings regularly attract more than 100 people. Attendees can participate in the Marketplace (a timed event to make an offer, a request, or a proclamation), a speed-dating exercise to connect people with jobs, and Community Conversations. As a result, participants have engaged in over 2,500 acts of mutual support - an increase of 1,000 acts over the previous year. Participants come from Greater University Circle neighborhoods and beyond. They are diverse in age, race, gender and income, and they include institutional representatives as well as neighborhood residents.

Neighbor Up started a “Buy Local” campaign to engage members in buying from local businesses, created a monthly lunch for entrepreneurs, and has held five “cash mobs” to support locally owned businesses, generating \$3,000.

Neighborhood Connections has continued to work with anchor institutions, Community Development Corporations, and universities to connect residents with opportunities. Current initiatives in the GUC neighborhoods fall into two types: neighborhood grants and place-making.

Neighbor Up on Health

With an additional \$147,500 in funding from the Cleveland Foundation, Neighborhood Connections is bringing together the Cleveland Clinic, University Hospitals, Case Western Reserve University, and community members to work on Community Health Action Teams (CHATs). The CHATs use community network-building techniques to research, prototype, and test interventions designed to reduce health disparities. They are piloting interventions to address the high rates of lead poisoning and infant mortality in targeted areas of the GUCI neighborhoods. The hope is that these interventions will demonstrate the power of rapid prototyping and sharing power between institutions and community to address vexing social issues, and that once shown to be effective, the practices can be replicated.

Other activities include connecting the health anchors (UH and the Clinic) with residents. For example, two Cleveland Clinic doctors participated in a speaker series with Eliza Bryant Village, a residential facility for senior citizens in the Hough neighborhood. Neighborhood Connections also hosted regular conversations on health designed to provide input on UH’s new women’s and children’s health facility along the Health-Tech Corridor, and identified residents to serve on the advisory committee.

Neighbor Up on Wealth

The primary wealth-building activity of Neighborhood Connections is Step Up to UH's jobs pipeline. As described in the Hire Local section, Step Up is a collaboration between NC, UH, and Towards Employment. Neighborhood Connections does the initial recruitment of potential employees using Neighbor Up networks.

In addition to Step Up, the Neighbor Up Network has developed a wide selection of opportunities to connect residents to other wealth-building opportunities. NC also shared "lessons learned" from its EIMC work with the Greater Cleveland Partnership's (GCP) Construction Diversity and Inclusion team.

Place-Making Activities

Examples of place-making activities include Circle North and City Repair.

Circle North: Circle North was launched in 2013 as a concentrated community development effort in a two-square block area of the Wade Park neighborhood, immediately north of University Circle.³⁷ The effort aims to build community, provide residents increased access to resources and opportunities, beautify the neighborhood, and address issues identified by residents. NC works with other community partners including the Famicos Foundation, a community development organization serving this area, University Circle, Inc., a community service organization, Case Western Reserve University (CWRU), the Veterans Administration (VA), and the City of Cleveland.

In 2015, NC hired Erica Brown to oversee the Circle North initiative. This enabled the organization to deepen its engagement in Glenville. One very significant result was the *Pride of Glenville* campaign, an effort to effect change and better connect residents to the larger Neighbor Up network. It reached out to and engaged more than 600 Glenville residents. The work included mini-grants for 14 community projects (\$17,000) and a Pride of Glenville celebration on August 22, 2015.

City Repair: City Repair Cleveland is a neighbor-led place-making initiative that beautifies neighborhoods, strengthens community relationships, and inspires shared stewardship amongst residents. In 2015, 15 groups participated in City Repair activities, including workshops on creating meaningful places in neighborhoods through Neighbor Up University. As a result of these projects, the City of Cleveland passed legislation to allow community members to paint designs in intersections and alleys.

NC piloted a new initiative for Cleveland, *In Our Back Yard (IOBY)*, a crowdsourcing platform. In 2015, three groups raised over \$1,000 total. The platform was also used for City Repair initiatives.

³⁷ Circle North runs from E. 116th to E. 120th and from Ashbury to Kelton.

Greater Buckeye Network: NC also worked in the Buckeye neighborhood. In 2015, it engaged over 200 residents and community stakeholders through one-on-one conversations, small grants, and monthly Neighbor Nights. The goal is to build a robust network of community members in Greater Buckeye (Buckeye, Mt. Pleasant, Woodland Hills, Larchmere, and Shaker Square) in order to effect change and connect these communities to the larger Neighbor Up network.

Neighbor Up Artists: Another new initiative involves NC bringing together artists in the community, giving them opportunities to showcase their art at places like University Hospitals and Art Place on Kinsman, and providing opportunities for artists to work together on public artwork that has a strong social justice and community-building message.

Neighborhood Grants

NC funded 74 projects in GUC, with an average grant amount of \$2,450. NC grant support for GUC totaled \$181,275 in 2015. This support accounted for over half of all of their 126 grants in Cleveland and East Cleveland (totaling \$288,000).

Neighborhood Voice

Neighborhood Voice (NV) - the community newspaper and website serving University Circle and the surrounding communities - began publishing monthly in September of 2010 with the intent of informing and inspiring the residents, organizations, and businesses of GUC by providing a forum for the exchange of information and ideas. In 2013, NV shifted from print to a responsive website which could be viewed via both mobile devices and computers. In 2014, in order to reduce costs, the hard copy publication schedule changed from monthly to semi-annual. In addition, NV editor Lila Mills was named Communications Manager of NC and was given additional responsibilities for overall communications. As the focus of NV shifted from news and information sharing to a “story capture” mode, it made sense to rely more on the website as the primary communication vehicle; it could be frequently updated to develop, capture, and share stories of people, places, and events in GUCI. By 2015, NV ceased publication, and its content (including the stories) was wholly incorporated into the Neighborhood Connections website. The stories feature personal transformation, mutual support, and collective action through Neighbor Up. NC is currently working to develop podcasts and a storytelling component to better capture stories and the power of the network.

Anchor-based Community Engagement

In addition, the anchor institutions have deepened their involvement in the community as a result of participating in the EIMC - especially where community interests align with their internal goals. The Cleveland Clinic, University Hospitals, and Case Western Reserve University cited examples of how their involvement in EIMC is influencing internal practices which benefit the community.

For example, CWRU recently completed its Master planning process. They held several community meetings throughout the process, incorporating much of the feedback from residents into their design process. One result was the reinstatement of the “access pass” program, whereby local residents can use the CWRU gym for \$25 per year. Furthermore, CWRU is working closely with the Clinic to increase community hiring, job training, and internships related to the construction of the new CWRU medical school campus with the Cleveland Clinic. In 2015, they began to more intentionally market GCL to their employees and started working with real estate agents.

Police chiefs from the anchor police departments regularly attend monthly Safety meetings to better align safety measures with residents and the various police departments serving the Circle North area.

UH continues to expand its strong partnerships with residents and other community institutions to create vibrant communities throughout their system footprint. Their involvement is no longer just bricks and mortar investments, although the decision to locate the Women’s and Children’s Health Center on the Health-Tech Corridor was an expression of their commitment to the study area. They are taking the lessons learned from their community involvement in the GUC to their other campuses throughout the UH system - in terms of jobs (Step Up to UH), connecting with residents, and other community programming.

Both the Clinic and UH have strengthened their partnership with NewBridge, helping that organization to expand its training to include Patient Care Technicians. Ohio Means Jobs is supporting this expansion with grant funds.

The Clinic incorporates community engagement in much of what they do. Vickie Eaton Johnson, Senior Director of Government and Community Relations, and Hermione Malone, Supplier Diversity Director, have been working together to create the pipeline for Welcome to Fairfax and to increase hiring of local residents. In 2015, 55 new employees were hired from the neighborhoods. Vickie came on board in late 2014 from her position as Executive Director of the Fairfax Renaissance Development Corporation. With her on board, Cleveland Clinic community engagement is much more aligned with initiative priorities. In addition to Welcome to Fairfax, the Clinic invited a group of students from Max Hayes to spend time with their facilities staff. The students are mentored by the Clinic staff and are introduced to careers at the Clinic. This is a priority for the Clinic as 50% of the Facilities and Clinical engineering staff will be retirement- eligible in the next five years, and there is not a clear pipeline for replacements.

APPENDICES

Appendix A: List of Interviewees, 2015

NAME	Title	ORGANIZATION	INTERVIEW DATE
Laura Kleinman	Vice President of Services	UCI (Interise)	10/15/15
Jon Utech	Senior Director	Cleveland Clinic	10/16/15
Andrea Jacobs	Executive Director, Operations		
Aram Nerpouni	President & CEO	BioEnterprise	10/19/15
Deirdre Gannon	Vice President, Strategic Development		
Tatyana Hower	Vice President		
Anchor HRIS		Anchors HRIS	10/23/15
Tracey Nichols	Director of Economic Development	City of Cleveland	11/3/15
Joel Ratner	President	Cleveland Neighborhood Progress	11/4/15
Linda Warren	Senior Vice President, Placemaking		
Latisha James	Executive Director of Government Relations	CWRU	11/9/15
Eric Diamond	Executive President of Lending	ECDI	11/9/15
Wyonette Cheairs	Program Administrator, GCL Housing & Program Specialist	Greater Circle Living	11/16/15
Christin Farmer	GCL Program Manager		
Jeff Epstein	Executive Director	Midtown Cleveland	11/17/15
Zach Fela	Development Finance Analyst	City of Cleveland	
Vickie Eaton Johnson	Executive Director	Fairfax Renaissance Development	11/18/15
Hermione Malone	Senior Director, Workforce Readiness and Supplier Diversity	CCF	
Brian Kolonic	General Manager of the Global Healthcare Innovations Alliance	Cleveland Clinic Innovations	11/19/15
Brian Smith	Director, Strategic Project Development	CCF	
John McMicken	Chief Executive Officer	Evergreen	11/19/15
Tom O'Brien	Program Director	Neighborhood Connections	11/24/15
Danielle Price	Director, Community Health Engagement		
Grace Kilbane	Executive Director	WIB	12/2/15
Lillian Kuri	Program Director for Architecture, Urban Design, and Sustainable Development	Cleveland Foundation	12/7/15
India Pierce Lee	Program Director of Community Development		
Heidi Gartland	Vice President, Government Relations	University Hospitals	12/9/15
Debbi Perkul	Workforce Development Professional	University Hospitals	12/11/15
Stephen Lengel	Chief Development Officer	NewBridge	12/15/15
Jill Rizika	Executive Director	Towards Employment	12/17/15
Aparna Bole	Sustainability Manager	University Hospitals	12/21/15

Appendix B: Economic Inclusion Management Committee List, 2015

NAME	TITLE	ORGANIZATION
Nelson Beckford	Senior Program Officer for Strong Communities	Saint Luke's Foundation of Cleveland, Ohio
Aparna Bole	Sustainability Manager	University Hospitals Health System
John Carmichael	Executive Director	NewBridge Cleveland Center for Arts & Technology
Wyonette Cheairs	Program Administrator, GCL Housing & Program Specialist	Fairfax Renaissance Development Corporation
Candi Clouse	Program Manager	Center for Economic Development Maxine Goodman Levin College of Urban Affairs
Eric Diamond	Executive President of Lending	ECDI
Jeff Epstein	Midtown Director	Midtown Cleveland
Christin Farmer	GCL Program Manager	University Circle Inc.
Deirdre Gannon	Vice President	BioEnterprise
Heidi Gartland	Vice President, Government Relations	University Hospitals Health System
Kathryn Hexter	Director	Center for Community Planning and Development Maxine Goodman Levin College of Urban Affairs
Pamela Marshall Holmes	Senior Director of Local Government Relations	Cleveland Clinic
Tatyana Hower	Director, Business Development	BioEnterprise
Tom Jackson	Director	National Development Council
Andrea Jacobs	Executive Director, Operations	Cleveland Clinic
Latisha James	Executive Director of Government Relations	Case Western Reserve University
Vickie Johnson	Senior Director of Community Relations	Cleveland Clinic
Shilpa Kedar	Program Director for Economic Development	Cleveland Foundation
Jeff Kipp	Director, Neighborhood Marketing	Cleveland Neighborhood Progress
Lillian Kuri	Program Director for Architecture, Urban Design, and Sustainable Development	Cleveland Foundation
India Pierce Lee	Program Director of Community Development	Cleveland Foundation
John McMicken	Chief Executive Officer	Evergreen Cooperative Corporation
Lila Mills	Editor & Publisher	Neighborhood Connections
Kristen Morris	Chief Government & Community Relations Officer	Cleveland Clinic
Aram Nerpouni	Vice President	BioEnterprise
Tracey Nichols	Director of Economic Development	City of Cleveland
Tom O'Brien	Program Director	Neighborhood Connections
Danielle Price	Director, Community Health Engagement	University Hospitals Health System - Mather Pavilion
Joel Ratner	President	Cleveland Neighborhood Progress
Jill Rizika	Executive Director	Towards Employment

NAME	TITLE	ORGANIZATION
Stephanie Strong-Corbett	Director of Sustainability	Case Western Reserve University
Jon Utech	Senior Director	Cleveland Clinic
Linda Warren	Senior Vice President, Placemaking	Cleveland Neighborhood Progress
Walter Wright	Program Manager for Economic Inclusion	Maxine Goodman Levin College of Urban Affairs
Gregg Zucca	Vice President, Lending & Lending Operations	ECDI

Appendix C: Economic Inclusion Management Committee Executive Committee List, 2015

NAME	TITLE	ORGANIZATION
Aparna Bole	Sustainability Manager	University Hospitals Health System
Candi Clouse	Program Manager	Center for Economic Development Maxine Goodman Levin College of Urban Affairs
Eric Diamond	Executive President of Lending	ECDI
Heidi Gartland	Vice President, Government Relations	University Hospitals Health System
Kathryn Hexter	Director	Center for Community Planning and Development Maxine Goodman Levin College of Urban Affairs
Andrea Jacobs	Executive Director, Operations	Cleveland Clinic
Latisha James	Executive Director of Government Relations	Case Western Reserve University
Lillian Kuri	Program Director for Architecture, Urban Design, and Sustainable Development	Cleveland Foundation
India Pierce Lee	Program Director of Community Development.	Cleveland Foundation
John McMicken	Chief Executive Officer	Evergreen Cooperative Corporation
Aram Nerpouni	Vice President	Bioenterprise
Tracey Nichols	Director of Economic Development	City of Cleveland
Tom O'Brien	Program Director	Neighborhood Connections
Joel Ratner	President	Cleveland Neighborhood Progress
Jon Utech	Senior Director	Cleveland Clinic
Linda Warren	Senior Vice President, Placemaking	Cleveland Neighborhood Progress
Walter Wright	Program Manager for Economic Inclusion	Maxine Goodman Levin College of Urban Affairs

Appendix D: Economic Inclusion Management Buy Local Subcommittee List, 2015

NAME	TITLE	ORGANIZATION
Indigo Bishop	Cleveland Action Strategist	IOBY
Faye Callahan	Industrial Retention Manager, CIRI Region II	Midtown Cleveland
Mandy Carte	Director, Strategic Sourcing Office of Procurement & Distribution Services Campus Services	Case Western Reserve University
Eric Diamond	Executive President of Lending	ECDI
Jeff Epstein	Midtown Director	Midtown Cleveland
Zack Fela	Development Finance Analyst	City of Cleveland - Dept. of Economic Development
Simon Fritz		Assistant Director, Strategic Sourcing Office of Procurement & Distribution Services Campus Services
Deirdre Gannon	Vice President	BioEnterprise
Tatyana Hower	Director, Business Development	BioEnterprise
Andrea Jacobs	Executive Director, Operations	Cleveland Clinic
Brett Jones	Director, Strategic Project Development	Evergreen Cooperative Corporation
Laura Kleinman	Vice President of Services	University Circle Inc.
Kumi Lane		Cleveland Clinic
Corey Leon	Director	National Development Council
Aram Nerpouni	Vice President	BioEnterprise
Tracey Nichols	Director of Economic Development	City of Cleveland
Sarah O'Keeffe	Sustainability Specialist	University Hospitals Health System
Joel Ratner	President	Cleveland Neighborhood Progress
Joel Savoca	Director Purchasing & Supply Chain Systems	University Hospitals Health System
Jon Utech	Senior Director	Cleveland Clinic
Walter Wright	Program Manager for Economic Inclusion	Maxine Goodman Levin College of Urban Affairs
Gregg Zucca	Vice President, Lending & Lending Operations	ECDI

Appendix E: Economic Inclusion Management Hire Local Subcommittee List, 2015

NAME	TITLE	ORGANIZATION
Dan Abraham	Community Employment Coordinator	Louis Stokes Cleveland VA Medical Center
Sheri Dozier	Director of Economic Opportunity	Cleveland Neighborhood Progress
Bethany Friedlander	Chief Operating Officer	NewBridge Cleveland Center for Arts & Technology
Heidi Gartland	Vice President, Government Relations	University Hospitals Health System
Kathryn Hexter	Director	Center for Community Planning and Development Maxine Goodman Levin College of Urban Affairs
Latisha James	Executive Director of Government Relations	Case Western Reserve University
Grace Kilbane	Executive Director	Workforce Investment Board
Stephen Langel	Chief Development Officer	NewBridge Cleveland Center for Arts & Technology
India Pierce Lee	Program Director of Community Development	Cleveland Foundation
Hermione Malone	Senior Director, Workforce Strategies	Cleveland Clinic
Jessica Miller	Program Manager, Talent Acquisition	Cleveland Clinic
Robert Paponetti	Executive Director	The Literacy Cooperative
Debbi Perkul	Workforce Development Professional	University Hospitals Health System
Danielle Price	Director, Community Health Engagement	University Hospitals Health System - Mather Pavilion
Jill Rizika	Executive Director	Towards Employment
Kim Shelnick	Vice President	University Hospitals Health System
Judy Simpson	Consultant	Cleveland/Cuyahoga WIB
Atoine Wilson	Student Employment Specialist	NewBridge Cleveland Center for Arts & Technology
Walter Wright	Program Manager for Economic Inclusion	Maxine Goodman Levin College of Urban Affairs

Appendix F: Economic Inclusion Management Live Local Subcommittee List, 2015

NAME	TITLE	ORGANIZATION
Chris Abood	Director, Community Partnership Community Outreach	Cleveland Clinic
Aparna Bole	Sustainability Manager	University Hospitals Health System
Wyonette Cheairs	Program Administrator, GCL Housing & Program Specialist	Fairfax Renaissance Development Corporation
Candi Clouse	Program Manager	Center for Economic Development Maxine Goodman Levin College of Urban Affairs
Freddy Collier	Director	City Planning Commission - Cleveland City Hall
Kathleen Daberko	Benefits Specialist	University Hospitals Health System
Christin Farmer	GCL Program Manager	University Circle Inc.
Justin Fleming	Director - Real Estate Services	Cleveland Neighborhood Progress
Vickie Johnson	Senior Director of Community Relations	Cleveland Clinic
Shilpa Kedar	Program Director for Economic Development	Cleveland Foundation
Jeff Kipp	Director, Neighborhood Marketing	Cleveland Neighborhood Progress
Lila Mills	Editor & Publisher	Neighborhood Connections
Tom O'Brien	Program Director	Neighborhood Connections
Matthew Pietro	Sustainability Specialist	University Hospitals Health System
Denise Siddiq	Human Resources Benefits Specialist	University Hospitals Health System
Stephanie Strong- Corbett	Director of Sustainability	Case Western Reserve University
Linda Warren	Senior Vice President, Placemaking	Cleveland Neighborhood Progress
Walter Wright	Program Manager for Economic Inclusion	Maxine Goodman Levin College of Urban Affairs

Appendix G: Economic Inclusion Management Thrive Local Subcommittee List, 2015

NAME	TITLE	ORGANIZATION
John Anoliefo	Executive Director	Famicos
Nelson Beckford	Senior Program Officer for Strong Communities	Saint Luke's Foundation of Cleveland, Ohio
Indigo Bishop	Cleveland Action Strategist	IOBY
Evelyn Burnett	Vice President of Economic Opportunity	Cleveland Neighborhood Progress
Candi Clouse	Program Manager	Center for Economic Development Maxine Goodman Levin College of Urban Affairs
Freddy Collier	Director	City Planning Commission - Cleveland City Hall
Gwen Reaze Coniglio	Board Member	The President's Council
Beverly Davis	Financial Integration Director	Cleveland Neighborhood Progress
Sheri Dozier	Director of Economic Opportunity	Cleveland Neighborhood Progress
Stephanie Fallcreek	Executive Director	Fairhill Partners
Zack Fela	Development Finance Analyst	City of Cleveland - Dept. of Economic Development
Marka Fields	City Planner	City Planning Commission - Cleveland City Hall
Trevell Harp	Executive Director	NOAH
Kathryn Hexter	Director	Center for Community Planning and Development Maxine Goodman Levin College of Urban Affairs
Anne Hill	Director, Local Government Relations	Metro Health
Donnell Hodges		Neighborhood Connections
John Hopkins	Executive Director	Buckeye Area Development Corp.
Angel Johnson		Saint Luke's Foundation of Cleveland, Ohio
Kevin Johnson	Board Chair	Fairhill Partners
Ray Kristosik	Executive Director	Little Italy Redevelopment Corporation
India Pierce Lee	Program Director of Community Development.	Cleveland Foundation
Wayne Mortenson	Director of Design & Development	Cleveland Neighborhood Progress
Tom O'Brien	Program Director	Neighborhood Connections
Danielle Price	Director, Community Health Engagement	University Hospitals Health System - Mather Pavilion
LaJean Ray	Director	Cleveland Catholic Charities - Fatima Family Center
Philena Seldon	Outreach and Education Coordinator	Mayor's Office of Sustainability
Khrystalynn Shefton	Housing Development Manager	Famicos
Tim Tramble	Executive Director	Burton Bell Carr Development
Denise VanLeer	Executive Director	Fairfax Renaissance Development Corporation
Linda Warren	Senior Vice President, Placemaking	Cleveland Neighborhood Progress
Lynell Washington	Deputy Director	Buckeye Area Development Corp.
Tony Whitfield	Economic Development Director	Fairfax Renaissance Development Corporation
Walter Wright	Program Manager for Economic Inclusion	Maxine Goodman Levin College of Urban Affairs